



Solutions for government

Forde House
Newton Abbot

E-mail: comsec@teignbridge.gov.uk

21 May 2019

STRATA - JOINT SCRUTINY COMMITTEE

Dear Councillor

You are invited to a meeting of the above Committee which will take place on **Thursday 30 May, 2019 in the Council Chamber - Forde House at 4.00 pm**

Yours sincerely

Phil Shears
Managing Director

Distribution:

(1) The Members of the Strata - Joint Scrutiny Committee:

Representatives of East Devon to be confirmed

Councillor Yvonne Atkinson	Exeter City Council
Councillor Chris Clarence	Teignbridge District Council
Councillor Rachel Lyons	Exeter City Council
Councillor Charles Nuttall	Teignbridge District Council
Councillor Catherine Pierce	Exeter City Council
Councillor Andrew Swain	Teignbridge District Council

A link to the agenda on the Council's website is emailed FOR INFORMATION (less reports (if any) containing Exempt Information referred to in Part II of the agenda), to:

- (1) All other Members of the Councils
(2) Representatives of the Press

If Councillors have any questions relating to predetermination or interests in items on this Agenda, please contact the Monitoring Officer in advance of the meeting

A G E N D A

Part I

1. Apologies for absence

2. Election of Chairman

3. Minutes (Pages 1 - 6)

To approve the minutes of the last meeting

4. Declarations of Interest

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda.

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. Question from Members of the Councils under Procedure 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. Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

The Committee is recommended to pass the following resolution:

Resolved

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

8. Strata Performance Report - covering

period January 2019 until May 2019 (Pages 7 - 40)

To consider the report of the Strata IT Director

9. Convergence Update (Pages 41 - 44)

To consider the report of the Strata Head of Business Systems

10. Project Management Process (Pages 45 - 70)
To consider the report of the Strata Head of Business Systems
11. Finance Report (Pages 71 - 80)
To consider the Budget Monitoring Outturn 2018-19 report of the Director of Finance

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

12. Strata People Data Report (Pages 81 - 86)
To consider the report of the Strata HR Director

Date of Next Meeting

The next scheduled meeting will be held on 4 September, 2019

If you would like this information in another format, please e-mail
info@teignbridge.gov.uk

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STRATA JOINT SCRUTINY COMMITTEE

Monday 14 January 2019

Present:-

Councillors Clearance, Dewhirst, Haines, Lyons, Dent, Jung and Pierce

Also Present

Strata IT Director, Compliance and Security Manager, the Director with responsibility for Finance, Strategic Lead Finance (East Devon District Council), Document Centre Manager, Business Systems Manager, Infrastructure and Support Manager and Democratic Services Officer

1

APOLOGIES

These were received from Councillors Nicholas and Prowse and the Strata Director for Teignbridge.

Councillor Clearance was substituting for Councillor Prowse.

2

INVESTORS IN PEOPLE

The Chairman welcomed Tina Hall attending as an observer on behalf of Investors in People for the Part I items only.

3

MINUTES

The minutes of the meeting held on 24 September 2018 were approved and signed by the Chair as correct.

4

DECLARATIONS OF INTEREST

No declarations of interest were made.

5

QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES

None.

6

QUESTION FROM MEMBERS OF THE COUNCILS UNDER PROCEDURE RULES

The following question was put by Councillor Lyons:-

"Who decides in Strata what is junk mail and what checks are made on this to ensure this is correct. My question is the result of the discovery that the LGiU (Local Government information Unit) to which the council subscribes was not going into my inbox, when I asked Strata staff I was told it was because they are blanket emails going to all councillors and was probably junk".

A copy of the question and reply is appended to the minutes.

STRATA IT DIRECTORS REPORT - OVERVIEW OF STRATA PERFORMANCE - COVERING PERIOD OCTOBER UNTIL DECEMBER 2018

The Strata IT Director presented the report on the last five months of activity the aim being to provide background to the core areas of specialisation within Strata and identifying key activities, successes and areas for improvement. The report covered Financial Management, Business Change Requests (BCR's) and Projects, Service Desk, Global Desktop Environment and main ongoing corporate projects. Key performance indicators were also provided covering incidents, service requirements, security, problems, maintenance and business change requests.

2018 had been a year of consolidation and stabilisation of the core services, a review of key processes and a restructuring of the management of the Strata organisation. The core objectives of Reduced Cost, Reduced Risk and Delivering the Capability and Capacity for Change had been delivered against the business needs of the three authorities and the savings delivered back to each authority

He highlighted the following key areas:-

- the original 2018 budget figure had been exceeded and savings in excess of £382,000 would be delivered, overachieving against the target by approximately £110,000;
- Strata had nearly completed the City Council's Global Communications roll out, the East Devon roll out had been completed and the project team would be moving onto Teignbridge in March 2019 to commence the roll out there;
- East Devon new office fit out was on-target with the official opening set for 11 February 2019. The primary challenge faced during the build up to handover had been the delivery of the required connectivity by VirginMedia and Openreach but this had now been addressed;
- OneTeignbridge project was progressing well with Teignbridge delivering a single sign-on solution making it easier for the public to engage online with the authority;
- protecting the three authorities from the dangers from cyberattacks was a high priority;
- the Public Services Network accreditation had been achieved for the next 12 months across all three authorities;
- Keith Watson, the new Data Analyst, had started focusing initially on working with the three authorities to deliver corporate dashboards;
- Strata had applied for Investors in People accreditation and staff interviews were currently being held;
- Strata was supporting the EX1 project through Environmental Health at Exeter;
- ModernGov was being rolled out to East Devon and Teignbridge Councillors and discussions were underway as to how best the application was delivered and accessed via Councillors whether via iPads or via existing Councillor owned devices; and
- Annual Strata Conference had been held at the RAMM on 7 December 2018.

The Strata IT Director and Business Systems Team Lead updated Members on progress with real time reporting on BCR, project status and reporting of incidents and problems. The decline in BCRs had continued into December and the three IT Requirements Boards were working well prioritising and scheduling BCR's. The transformation projects across all three authorities were predominantly delivering large projects such as OneTeignbridge which was delivering efficiencies and benefits to customers.

It was noted that there was a divergence of views at Teignbridge regarding the preferred way forward for rolling out new IT equipment for Members which reflected the different level of support required. Teignbridge was also the first of the three Councils to move off GCSx and the Strata Outlook secure email ‘plugin’ had been released to support secure email sending.

Strata Joint Scrutiny Committee noted the report.

8

URL TO STRATA4@UPDATE

“Members were encouraged to study Strata@4, to be found at :
<http://strata.solutions/strata@4/>.”

9

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 for the following items on the grounds that they involved the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act.

10

STRATA BUDGET MONITORING QUARTER III : 2018/19

The Director responsible for Finance reported that Strata had been given a total of £6,504,000 to run the IT Services in 2018/19 along with funding for various capital projects. The Company also maintained an account for additional purchases throughout the year.

The Strata budget was on track to deliver around £505,000 of revenue savings for the three Councils in 2018/19. After five months, the Board was projecting savings of £504,736 against the total original target of £381,960.

The report also set out variations in the capital budget.

The capital project to deliver the data centre and other implementation projects was progressing with some additional expenditure on the data centre incurred, funded from the annual capital payment. The Councils had requested additional equipment for which they were subsequently invoiced. At present there were outstanding payments of £206,344 to be invoiced.

Strata Joint Scrutiny Committee noted and supported the report.

11

STRATA BUSINESS PLAN OVERVIEW AND DISCUSSION

The Strata IT Director presented a new Business Plan currently being considered by client leads and Chief Executives/Managing Directors of each authority for review/comment. Follow up meetings would receive feedback on the plan for specific authority IT service requirements to be incorporated. The new Business Plan was linked to Strata’s overall aim of becoming more customer focussed in 2019 enabling the partner authorities to define their Business and IT strategies with the confidence that Strata had developed the infrastructure and resources to support these strategies.

It was a six year plan with an annual review cycle and laid out the predicted spend, costs and savings of the Strata service for this period. Each of the four business discipline teams within Strata had defined both the staff and product costs over the proposed period.

The Strata IT Director detailed the business plan cycle covering a review and revision of the plan and implementation of changes setting out the main fundamentals of each. The key driver would be transitioning to transformational value from business as usual and the plan set out a suggested governance model and proposed adoption of a funding model and a revised savings profile.

He responded to Members' queries on savings profile, staff culture and numbers and a proposal to recruit a non-Executive Director. He also detailed proposed capital requirements going forward.

Strata Joint Scrutiny Committee noted and supported the draft Business Plan including the capital requirements set out in the report and recommended that the Strata Joint Executive Committee approve the Plan for consideration by the three Councils.

(The meeting commenced at 5.30 pm and closed at 7.20 pm)

Chair

STRATA JOINT SCRUTINY COMMITTEE

14 JANUARY 2019

QUESTION FROM COUNCILLOR LYONS

Who decides in Strata what is junk mail and what checks are made on this to ensure this is correct. My question is the result of the discovery that the LGiU (Local Government information Unit) to which the council subscribes was not going into my inbox, when I asked Strata staff I was told it was because they are blanket emails going to all councillors and was probably junk".

Answer

The identification of spam (unsolicited emails) and malicious emails uses a combination of automated and manually configured filtering. The automated element uses a global spam specialist 'MailShell' along with various internet block lists and continually updates its automatic rules as email arrives. On top of this the Strata Security and Compliance team builds up rules that target cyber threats and the worst types of spam 'sextortion' being a current example. Spam is held as some of this is not appropriate for a work environment and also spam is very time wasting for those receiving it, and therefore like most organisations Strata limits this where possible.

Given the number of emails received, with approximately 1000 per day stopped as Spam and about 300 for security reasons, there will occasionally be incorrect decisions made for spam. To overcome this, the team add exceptions that override the automatic systems and the Strata Service Desk and the Security and Compliance team review emails that are blocked.

In the case of the LGiU emails they were both sent in bulk and are sent via a company called MailChimp that are known to send spam emails, and have various help pages on their support area like this <https://mailchimp.com/help/my-campaigns-are-going-to-spam-folders/> that show that others also treat emails sent via them as potential spam.

Therefore in summary for Cllr Lyons, there are no wholesale decisions made by Strata staff about a particular email sender or that blanket emails to a wide variety of senders should be blocked. A mass send of emails will however increase the likelihood that these will be treated as spam along with being sent via certain email delivery companies, in this case MailChimp. Where blocking is notified we can release these and if an ongoing newsletter can create rules to let them through.

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Strata Service Solutions Ltd.

Joint Scrutiny Committee & Joint Executive Committee

- JSC Meeting - Thursday 30th May 2019
- JEC Meeting –Tuesday 18th June 2019

Date Issued: 14th May 2019 – v1

Period Covered: 3rd January 2019 until 1st May 2019



Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government

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IT Director Summary Report– Laurence Whitlock

The last four months have been a very productive and successful for Strata. The initial accounts have been produced and submitted to the auditors for review. The level of savings (circa £620k) generated by Strata is, for the second year running, in excess of those committed to in the business plan of 2016.

The KPI's (Key Performance Indicators) show all areas of Strata are performing well, this is despite a heavy workload. In May with two elections taking place, Strata resource will be made available to support the authority election teams. We are also working on rolling our new technology to councillors to support the work they do and to move towards a more paperless model.

We are pleased to report that we have **now recruited an IT Trainer** who will be joining in early June. The aim of this initiative is to provide resource to users across all three authorities with accessible IT training bookable through the Strata Service Desk. Whether it's for deskside training, classroom training or remote training, our plans are to develop and deliver a portfolio of solutions and services based on user demand (includes Officers and Councillors) from all three authorities IT systems.

Excellent progress has been made on the roll out of the new telephony platform into TDC, and we expect to have completed the project in line with original estimations. Our Business System team have developed an innovative application that sits alongside Anywhere 365 to give easy visibility of call queues, this is proving very useful.

Strata are supporting ECC's Agile working project and assisting in defining a device strategy. Currently the ECC Environmental Health are the trial department, and plans are underway to deploy new IT and to refit the office with technology to support the new Agile way of working. Also in ECC, we have embarked on a programme of work to replace the entire LAN (Local Area Network), this includes the replacement of network cabinet and patch panels.

At EDDC we have been assisting in mopping up the last issues that have arisen as a result of the relocation. This move has gone incredibly smoothly from an IT perspective, and is testament to the Global Desktop and Global Comms environments that have been built and deployed over the last four years.



As ever, our Security team are doing an excellent job in protecting the three authorities against the dangers of cyber-attack, however, we ask that users remain extra vigilant and if any emails are received which are of a suspicious nature or if they are unsure as to what the content of an email might be, they should contact the service desk who can investigate.

The new Strata project process has been released and it is already being used as the basis by which IT projects will be being delivered. Strata will be looking to organise awareness sessions over the coming weeks to introduce this project process.

We are starting to see users completing the value box when submitting a BCR, this proves very useful when prioritising workload, and also enables Strata to understand the value to the councils of the work it is performing. It's not just about the savings at the end of the year, more about delivering 'value' work throughout the whole of the year.

The Strata Service Desk continues to deliver a fantastic service with a **high level of Customer Satisfaction** being achieved – 96.8% positive responses in April, which is based upon 373 replies to the satisfaction survey. The OOH service again proved to be effective in resolving issues outside of normal working hours and Strata staff again excelled in supporting the ever growing IT demands of the three authorities.

We have recently undertaken a review of the convergence programme and have created the Strata Convergence story (please refer to separate document), this shows the number of platforms and systems which have been converged over the last four years (since the inception of Strata).

The success in achieving the Investors in People Silver Level accreditation is a true reflection of the journey that Strata and its staff have been on over the last four years. It has been incredibily challenging, exciting and highly demanding on all areas of the Strata business, but we've seen an amazing culture developing across the whole of the business. Absenteesism is low, but staff engagement and satisfaction in the business, direction of travel and management is high. The Strata Management Team work very well together, are highly motivated and find solutions in very demanding situations.

So all in all another successful quarter, a high level of end user satisfaction, BCR's being delivered based on priority and value, Global Desktop and Global Comms platform had excellent levels of system availability, the OOH service again proved to be effective in resolving issues outside of normal working hours and Strata staff again excelled in supporting the ever growing IT demands of the three authorities.

Best Regards

L.W.Whitelock

Strata Service Team Report

Infrastructure & Support Team – Adrian Smith



Skype continued to be our major focus in April with the roll out into TDC well underway. Work to upgrade the legacy Exeter City Council network has begun with all but one network cabinet now replaced and the first set of the new switches installed. We are now engaged in supporting ECC's agile working transformation and are currently in the process of procuring the first phase hardware. We're currently assessing the impact this programme may have on Strata resources.

Major Projects

Skype for business

Progress has been smooth so far at TDC and the schedule of key events is starting to form. We anticipate the migration to be in full swing from the 20th May, though we have to accept that the European Election on the 23rd May and Half Term the following week may mean the initial weeks of migration will be a little slower than originally anticipated. If all goes to plan, then we can get the vast majority of the authority completed by August 19 which is in line with the original project schedule.

A pilot has been launched in TDC, with 20 staff now migrated along with the main phone lines into the authority. This pilot has allowed us to identify and resolve a handful of configuration issues unique to the site, test migration and induction processes and give TDC staff a flavour of the system. We have successfully migrated onto the system:

- Business Rates
- Democratic Services
- Business Strategy and Improvement
- Main lines into a new front end menu, using our new Voice
 - 01626 361101 – main number
 - 01626 215000 – RevBens number
 - 0800 731 0323 – Recycling Hotline
 - 0800 328 6402 – Environmental Hotline

All of these services now point to the same place within the Global Communications environment, making the system a lot simpler than it was before. Moving forwards we are able to easily introduce new menu options or change the wording, which previously was a challenge. The 0800 numbers were all reviewed but as these two numbers are heavily advertised, it was impossible to remove them at this time. One 0800 line was removed (the fraud line), that results in a saving of approximately £900 per annum.

The TDC CSC is still on the CallMedia legacy solution, despite migrating the above numbers.

We have also spent some time working at the Exeter office migrating the Bradninch site, however this has not been fully completed due to ECC staff availability.

Activities Undertaken over the last few weeks:

- Changed the Voice of EDDC to the new Google solution, along with revised wording and menu options, as agreed with the authority
- Met with several areas of the business to document their current way of working and how it will look in the new environment
- Migrated most of the Exeter Bradninch office onto Skype for Business
- Migrated the main lines and three pilot teams onto Global Communications at TDC
- Other than the Leisure and Depot areas, we now have an accurate database of staff names, job titles and phone numbers for TDC
- Resolved multiple issues relating to TDCs deployment, as picked up during our pilot migrations
- Spent time learning CallMedia at TDC, and have a successful migration path onto Global Communications, which has been tested in the migration of the Business Rates team
- Testing new functionality of A365 that will be of benefit of the larger teams using the system, functionality is due to be rolled out in May
- Implemented new method for managing call forwarding in A365 – it's now much easier to manage meetings. This needs to be documented and circulated initially to Strata and then to relevant parties
- We have rolled out our own in-house developed innovative application, 'Signpost for A365', to a test group in EDDC with very positive results. The application will be going to ECC CSC next for testing
- Continuing to review the unnecessary Centrex lines at Exeter, no more lines have ceased but we have multiple lines that are pending a cease. Regarding the numbers nobody was aware of, we have implemented a temporary bar on them to see if any services are impacted. So far only one number has had to be restored.

Continuing work:

ECC:

- Reception fit out with Skype devices – delayed due to Annual Billing
- A number of physical handsets will be deployed around Civic in case of a Global Desktop outage.
- RAMM and Bradninch Skype migration
- TIC Skype migration – queries raised with VMB over strange setup with TICs numbering
- Belle Isle telephony – totally separate system but Belle Isle is currently working on a very old phone system.
- Migration of Lift, Door Entry and Payment line – supplier delay, Strata are chasing
- Migration of Netcall to Skype – working with the 3rd party supplier to achieve this migration
- Change to Multi-Debt setup – call routing now works but reports aren't showing as intended, so we are working with supplier to implement a fix.

TDC:

- Continue to meet each team in authority to understand how they work and recommend new way of working
- Staff demos scheduled for week commencing 13th May – communication waiting to be sent
- Rollout scheduled to begin w/c 20th May
- Additional discussion needed on Call Recording and Call Reporting, to be scheduled sometime in May

EDDC

- Super-user scheme – train and advise where required
- Review Revenues and Benefits setup with Libby Jarret

Strata:

- Continue to review the costs of the existing landline services
- Review of DR solution and potential redesign
- Additional help needed upgrading a key part of infrastructure and troubleshooting a couple of identified issues
- Review 3rd party support of the telephony environment

Exeter City Council – Agile Working

We have been working closely with ECC on the design of the office for the Environmental Health pilot. Structured cabling has been ordered to facilitate the increased number of desks, and we are now about to place the first orders for new hardware to enable the vision for that team to be less reliant on office space. This will be based around a laptop solution for staff.

Server 2008 Upgrade/Replacement – Work is now ramping on the replacement of these servers, we've currently upgraded 17 Servers, earmarked 56 to be decommissioned and are working on plans for the remaining servers.

SQL 2005/8 Upgrade and replacement – The new SQL environment has been created, with 3 new dedicated servers, a new test server and for the first time a dedicated backup server.

Windows 10 Upgrade for all desktops (Including Global) – No Change - This project has encountered some issues and currently we are awaiting an upgrade to the central anti-virus solution to enable us to continue with the testing and deployment of Windows 10.

Exeter City Council – Entire Network replacement. – The Civic Centre Distribution layer has now been installed.

Exeter City Council – Network Cabinet and Patch Panel Replacement – All but one cabinet in the Civic Centre has now been replaced, with modern more secure vented black cabinets, the final cabinet will be completed in May following further advice and guidance around Asbestos.

Mobile Contract Renewal – We have met with Vodafone and we are awaiting their commercial offerings.

Broadband Estate Evaluation and possible replacement – Ongoing - Work has begun on a full audit of the entire estate, with our main suppliers KCOM, BT, Virgin and Redcentric.

Leased Line & LAN Extension Evaluation – We are now working with several suppliers (Triangle, KCOM, SWComms) to look at best value for our remaining lines, we may well look to move to a new technology to further realise savings, however this will have a knock on effect to the rest of the network.

RFO – Reason for Outages.

Over the last month we have issued 1 x RFO reports where a major incident was declared.

Strata Reason for Outage - Air Conditioning Failure - 4th April 2019

In the past month the telephony has been up 100% of the time, however on the 4th April we experienced the Data Centre issue that prevented some authority staff from logging on. With this in mind we have seen 99.52% up time of the Global Desktop in April.

Security and compliance Team – *Robin Barlow*

The security position remains at a **high level** of alert with continuing threats, which mostly come through the email systems. The Emotet email campaign is currently in the press, which is one that Strata have been tackling for a while and sharing techniques with the wider community, in particular CiSP. Part of our protection is to remove unknown web links from emails. The team can create exceptions for many of these if there is a business requirement to do so.

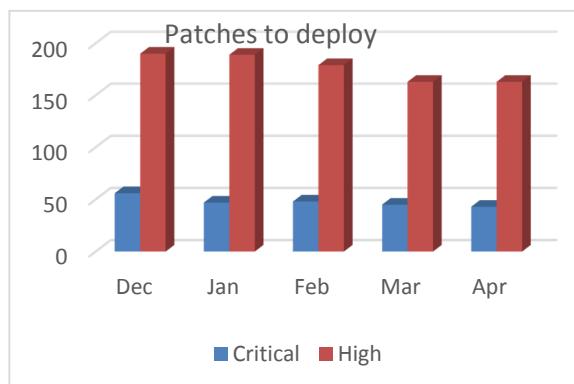


There is also a significant threat campaign against all UK government organisations in support of Julian Assange from the notorious hacking group 'Anonymous'. This has resulted in attacks to a number of councils, with Dartmoor National Park having had its internal data copied and posted on a web forum. Strata are monitoring for unusual activity however none have been seen beyond the normal ongoing attacks. We are also monitoring the hackers preferred web exposing area 'pastebin' for any links to the three councils.

In part to provide better (and more precise) threat email protection, Strata are now moving to the proof of concept stage for a replacement email filtering system. If this proof of concept is successful with the Strata emails (June), the three councils will be migrated in phases with the aim to be completed by the end of September 19. This will have some changes for email users but also should provide far better individual 'spam' management. Full communications will be arranged in due course.

Security software patching (security vulnerability fixes)

Software patching is a key activity to prevent security threats from the Strata environment, and is also a key focus for the PSN CoCo. It is quite normal to have a number of patches outstanding as new vulnerabilities are always coming in including the Monthly Microsoft patches. We also take a careful approach to patching as sometimes the impact of the patch can be far greater than the limited benefit of the patch. Many vulnerabilities are rated critical/high in very specific circumstances which would not apply to the Strata systems.



Strata have now appointed a new Infrastructure officer who has patching as a specific responsibility as part of his role.

GDPR / DP Act 2018

DPIAs are continuing to be worked on, including Legal Case Management, Anywhere365 (telephony) and East Devon Housing Repairs. The Data sharing/processing agreements between the Councils and Strata are now progressing with Exeter provided a version, and this month East Devon and Teignbridge will be provided the same. The Strata to Councils agreement will also be provided.

GCSx email now planned for decommission

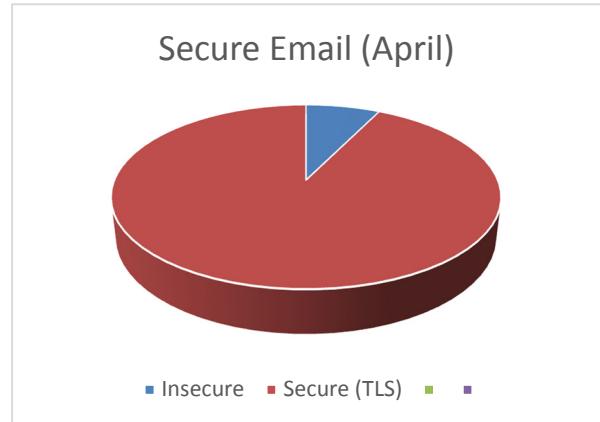
With a big thank you to the three councils, having disabled GCSx email at the end of March, there have been no emergency requests to enable during the month and therefore once the formal decommissioning is completed this project will be considered a success and closed.

The replacement Government Secure email standards still cover **93%** of emails sent. Also 95% of the email domains sent to (the bit after the '@') are secure.

The top insecure recipient systems are:

btinternet.com; btopenworld.com; talk21(also a BT system), skinner-construction.com, vanguardinsolvency.co.uk, tobiaborthen.co.uk and Eclipse.co.uk.

BoveyTracey.gov.uk has now become secure.



Business Continuity

Further Strata servers have been mapped to the recovery systems. We are also now planning for a major upgrade of the 'SRM' software that co-ordinates the recovery.

Systems availability

This last period had a range of issues, with cumulative levels similar to other periods (ECC 4, EDDC 5 and TDC 5). Exeter's main issue was again the recurring issue with the Paris payments system which is continuing to be investigated. Neither TDC or EDDC had any particular incidents of note. During this period there was a serious global issue where the two air cooling systems in the primary Strata Data centre failed. This was rapidly responded to by bringing in fans etc. and powering down lower priority systems. This enabled the core systems to continue and provided valuable resolution time to initially get one of the air cooling systems operational again and then soon after the second system. At the same time there was also an electrical trip which resulted in some of the VDI servers failing resulting in some users losing their Global Desktops. A full Reason For Outage has been provided.

Windows Server 2008 and SQL 2008 migration

This project has now been resourced by the appointment of a new Infrastructure Officer from an internal recruitment process.

CyberUK conference

Strata again attended the annual UK government Cyber Security event which this year was in Glasgow and had 2500 attendees. This was a good event to be at getting early briefings on the National Cyber Security Centre plans and we also landed straight into the government controversy over Huawei, some of this being discussed by the 'FiveEyes' group NZ, Australia, Canada, US and UK on the large stage in a round table discussion. MP David Littleton also addressed the conference.

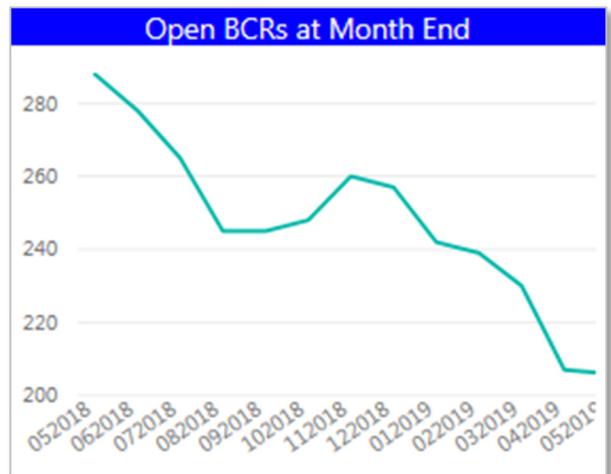
There were some interesting themes:

- The government has now chosen to start naming 'attributing' rogue states where there is good evidence they were behind attacks
- The police would like all larger incidents to be reported to them, with the main message that they would not inform regulators – that was not their job
- The complexity of many of the email (in particular) malicious campaigns and the organisations behind these shows that the cyber-criminal element is now an industry with specific roles for each element
- Retaining of technical 'logs' is now key to the successful analysis of any infection / malicious activity. Strata are already far ahead of many Councils with the Logpoint system recording 150 million log entries per day!



41 BCRs were closed by Strata in April (ECC 10, EDDC 14, TDC 17) A large number are associated with Year End including upgrades to systems and changes to reports or fees and charges. There were also some BCRs of note, including the release of several new Firmstep processes in Exeter including a new Building Control process and a house clearing process which results in significant efficiency savings.

Strata now record the benefits that a customer said a BCR will achieve. These are entered by the customer when the BCR is raised.



The breakdown of the 41 completed BCRs is as follows:

Cashable BCRs Savings/ Year	Efficiency Savings	Income Generation
£200,001	10 hours/ week	£0

The breakdown of the **Cashable Savings** is as follows:

Site	Call Title	Service Area	Customer	Cashable Savings
ECC	2 Way interface developed for new gas Contractor	Housing	Ian Miles	£200,000
TDC	Revs and Bens Year End	Revs and Bens	Adam Pike	£1

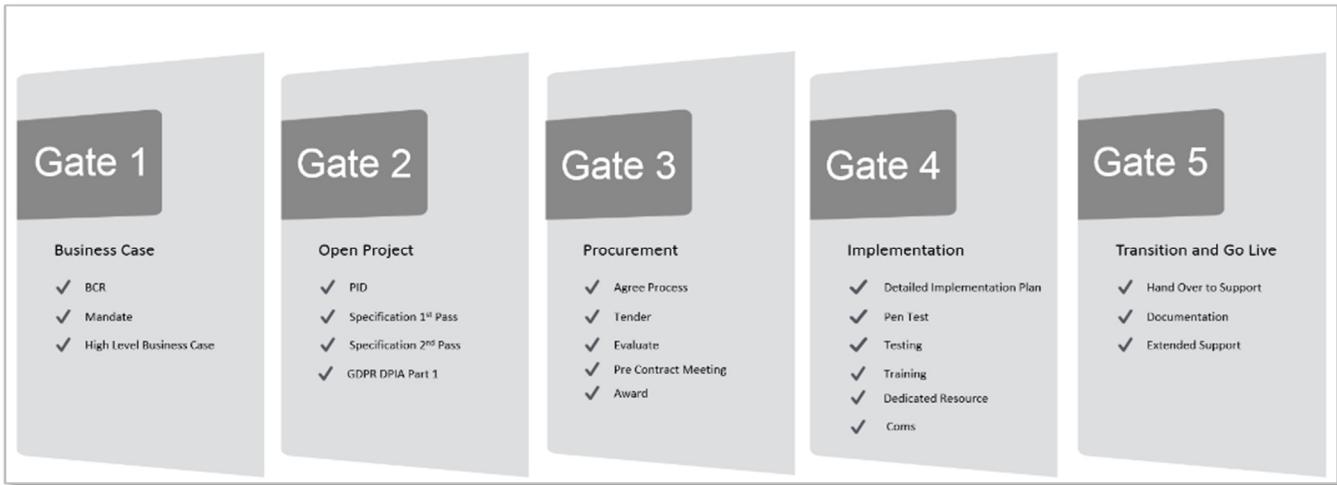
The breakdown of the **Efficiency Savings** is as follows:

Site	Call Title	Service Area	Customer	Efficiency Savings
ECC	House Clearance process in Firmstep	Housing & Environmental Support	Peter Walsh	5 hours/ week
TDC	Improve Wifi in TDC Audit office	Economy & Assets	John Cocker	4 hours/ week
TDC	Revs and Bens Year End	Revs and Bens	Adam Pike	1 hour/ week

EDDC didn't highlight any cashable or efficiency savings in the BCRs they submitted.

Business Systems & Business Intelligence Unit update

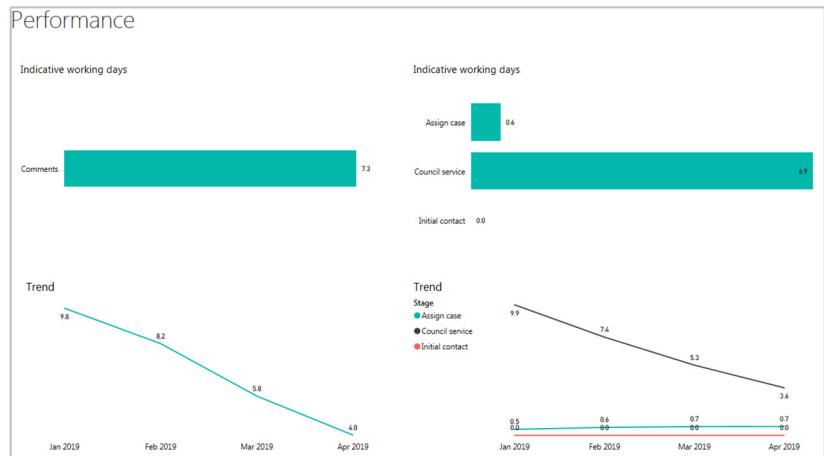
New Project Management Process



The new project management process has now been distributed to the Strata client leads within the 3 authorities for comment. This will then be presented to senior management teams for adoption.

Business Intelligence

The Strata data warehouse continues to expand. In addition to the data from Firmstep, we have recently added data from Uniform in Exeter that has been used to produce a performance dashboard for the planning department. The solution will be scalable across TDC and EDDC as well so in the coming weeks these authorities could benefit from this as well.



The data from Firmstep being added to the Data Warehouse is also expanding, resulting in better information for decision makers.

Major Projects

Firmstep.

These are progressing well in each authority. The project has now begun in earnest in East Devon, with the initial configuration and set up of the platform now complete. Strata have begun transferring forms and processes from the Lagan system into Firmstep, whilst looking for opportunities to improve these. Process Mapping of the critical business processes will start in parallel. In Teignbridge, the platform has handled over 13,000 transactions since October '18, at the same time reducing the effort to deliver these considerably. The final changes to the Single Sign On process have been agreed and these will be implemented by Firmstep during May, prior to extensive UAT. In Exeter several new key processes have been released, including house clearance, which is predicted to save approaching 1 day/ week in effort to deliver this service, by reducing duplication between departments.

HR

Phase 2 of the Exeter project is starting. Staff resource has been made available within the HR department to deliver this, with any technical aspects being supported by Strata. In Teignbridge the project continues to progress with Phase 1 expected prior to the end of December. In East Devon, the Strata team are supporting HR to introduce the iTrent T&A system to replace the legacy system.

Garden Waste

The Garden Waste renewals process was started in April in EDDC. This has been largely smooth, with a few minor issues with the payment system, in what has otherwise been a very successful project. The renewals work is underway in Teignbridge, with testing to begin shortly before the process is launched at the end of July.

Core Maintenance Work

There are a large number of Microsoft technologies which go out of support this year, including one of our key database platforms (SQL Server 2008), as well as Windows 7, and Windows Server 2008. As a result the team are heavily involved in replacing and upgrading these systems, which continues at pace, alongside the usual security patching.



Strata Maintenance Roadmap

4th Feb 2019

2019

2020

Q1

Q2

Q3

Q4

Q1

Q2

SQL Migration

Identification/ Work Allocation

Migration – BS Lead: Simon Matthews

De-Support Deadline – June 2019

Server 2008 Migration

All 2008 Servers must be upgraded by Jan 2020 – Lead: Paul Bacon

○

De-Support Deadline – Jan 2020

PSN

Ongoing Vulnerability patching to avoid last minute rush during Q4

● PSN Submission Deadline – September 2019

○

○

○

○

Windows 10 Migration

Repackaging and Testing of AppStacks in Windows 10 Environment: BS Lead – Martin Ellicott

○

○

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○

De-Support Deadline – Jan 2020

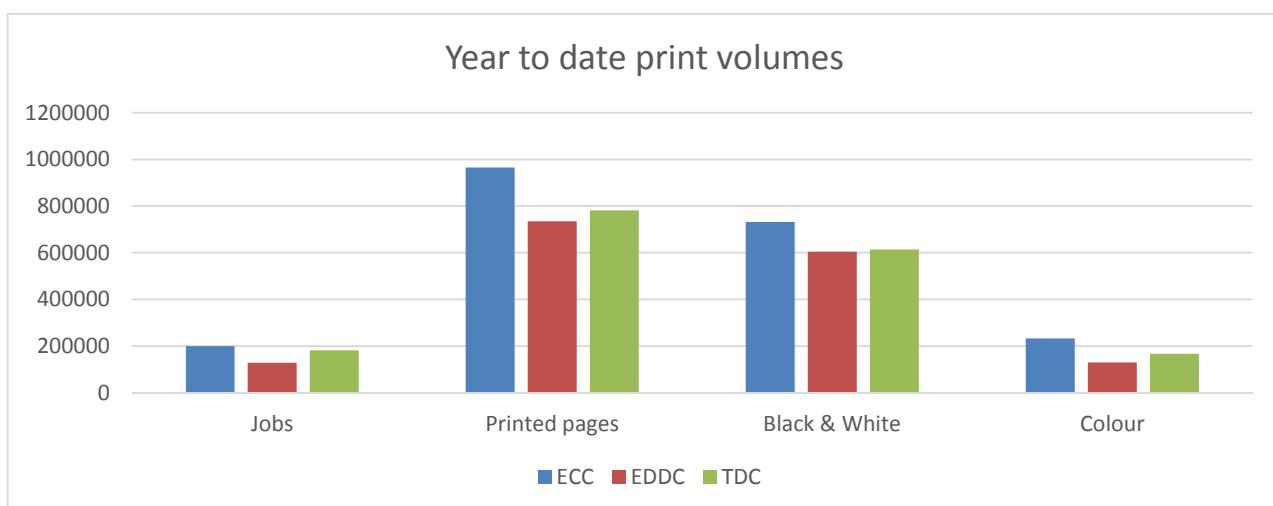


Printers, printing volumes and trends

Year to date (4 months in) the total volume of printing on the MFD and laser printers is **2.5 million prints**, an average of approximately **600,000** pages of printing per month across the three Councils. If the volume of printing continues at this rate until the end of the year the total figure would be circa 7.5 million pages of prints produced. This excludes those produced within the Printroom/Copy centre setups at each Council.

A review of the colour volumes across the three Council has not highlighted any particular individuals' producing high volumes of colour printed material that raise any concerns.

At Teignbridge District Council - Pauline Tribble printed the complete set of 3 types of approximately 16,000 postal vote envelopes using the recently installed envelope printer. Previously this task would have taken more than a week to complete, however the new setup has more than halved the time taken to complete the job. In a year with the possibility of multiple elections this investment in new technology has come at a very good time.



Other Document Centre activity

Other parts of the Document Centre services continue to perform in line with expectations. Along with supporting Elections during this very busy time the Printroom at TDC the Copy Centre in ECC has also been busy, Panacea, ECC newly introduced branding/printing solution maybe highlight the good value available in-house and be pulling in work that was previously outsourced as we have seen strong demand for printing at this location. We will continue to monitor use and see if this trend continues over the next quarter.

Design services

This month we sadly say goodbye to Lauren Howard from the Design team, Lauren joined us as an apprentice Graphic Designer, she successfully graduated from the Plymouth College of Art in 2015 and has subsequently progressed to become a highly skilled and professional Graphic Designer. The galleries, museums and theatres of London have proven too hard to resist and Lauren has decided to make the move north. She goes with our best wishes for the future.

Outstanding work completed during the month includes signage for the Exmouth seafront.



Strata Key Performance Indicators

Over the last eight months, Strata have developed a set of Performance Indicators using the PowerBI toolset. These indicators give excellent insight into the operation of the Strata business and enables us to far more accurately view demand channels and to better manage resource levels.

The set of graphics over the following pages show the following measures:

- Business Change Requests
- Incidents
- Service Requests
- Problems

Performance in all areas is good, and the Devon Audit Partnership are impressed with the level of reporting that Strata now offers all users via the Strata portal.

Business Change Requests – the change in the process over the last eight months has seen a stabilisation of demand and a focus on real ‘value’ work. Prioritisation is now in the hands of each authority and now just left to Strata to decide on the priority of a particular request.

Incidents – these occur when something is broken and a user calls into the service desk asking for assistance in getting them back up and running. Strata now prioritise Incidents as P₁, P₂ and P₃.

- P₁ – Multiple sites and multiple user impacted
- P₂ – Single site and multiple users impacted
- P₃ – Single user impacted

Service Requests – these are requests for new services, i.e. new printer / laptop, etc. These are handled by the service desk 1st and 2nd line team.

Problems – these are complex incidents where a workaround has been found, but a resolution to the underlying incident has not been resolved.

High Level Real Time KPI Measures

Key Performance Indicators



The above graphic shows the difference in outstanding KPI measures since 1st April 2019.

The problems queue has increased slightly as a result of Josh moving into the Infrastructure Officer post and Nathan commencing work as a member of the 3rd line team. We expect to see the problem queue decreasing during May 2019.

These KPI's shows that we have reached a point of 'steady state', whereby Strata are able to keep on top of new work without backlogs being generated.

The KPI's do not cause Strata or the Board any reason for concern.

Service Desk Performance Indicators Report

The table and graph below shows the total number of Phone Calls coming into the Strata 1st line team during the month of April and is broken down by reporting authority.

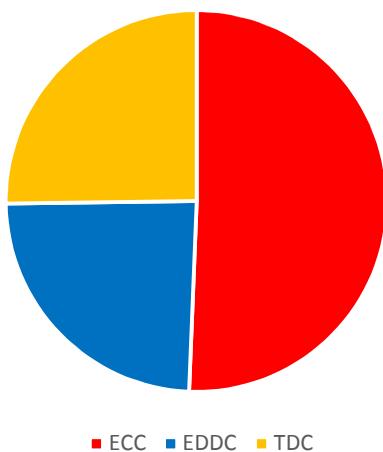
The Service Desk team is structured in three tiers: The Service Desk team is structured in three tiers:

Tier	Description
Tier 1	Based in Exeter and handle all incoming Incident calls into Strata. Try to resolve first time
Tier 2	Site based, and deal with day to day site related incidents
Tier 3	Based in Exeter and deal with complex incidents and problems

Total Number of 1st Line Phone Calls During Month – April 2019

Site	April 2019 Phone Calls	Percentage
ECC	677	51%
EDDC	323	24%
TDC	337	25%
Total	1337	*Note rounding factor

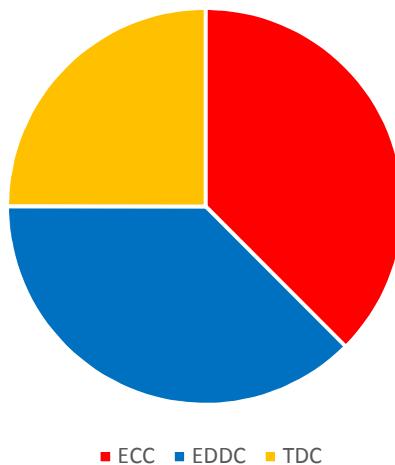
1st Line Phone Calls By Authority - Apr 2019



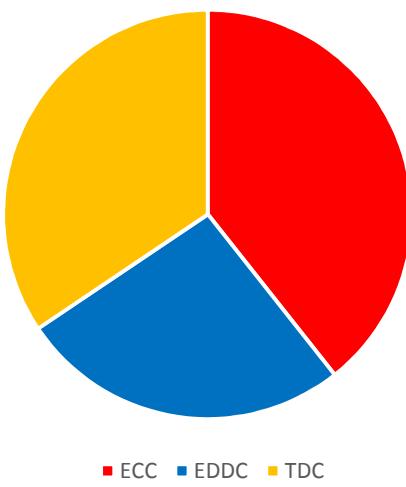
The Out of Hours service continues to remain effective and offers 24/7 support to end users.

Site	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
ECC	3	1	1	0	5	4	0	0	2	2	2	1	0	3
EDDC	1	2	0	0	2	0	5	0	1	0	1	0	1	3
TDC	1	0	2	1	1	2	1	4	1	0	3	1	2	2
Total	5	3	3	1	8	6	6	4	4	2	6	2	3	8

Out of Hours Calls Authority - Apr 2019



Out of Hours Calls Authority - Apr 2018 until Apr 2019

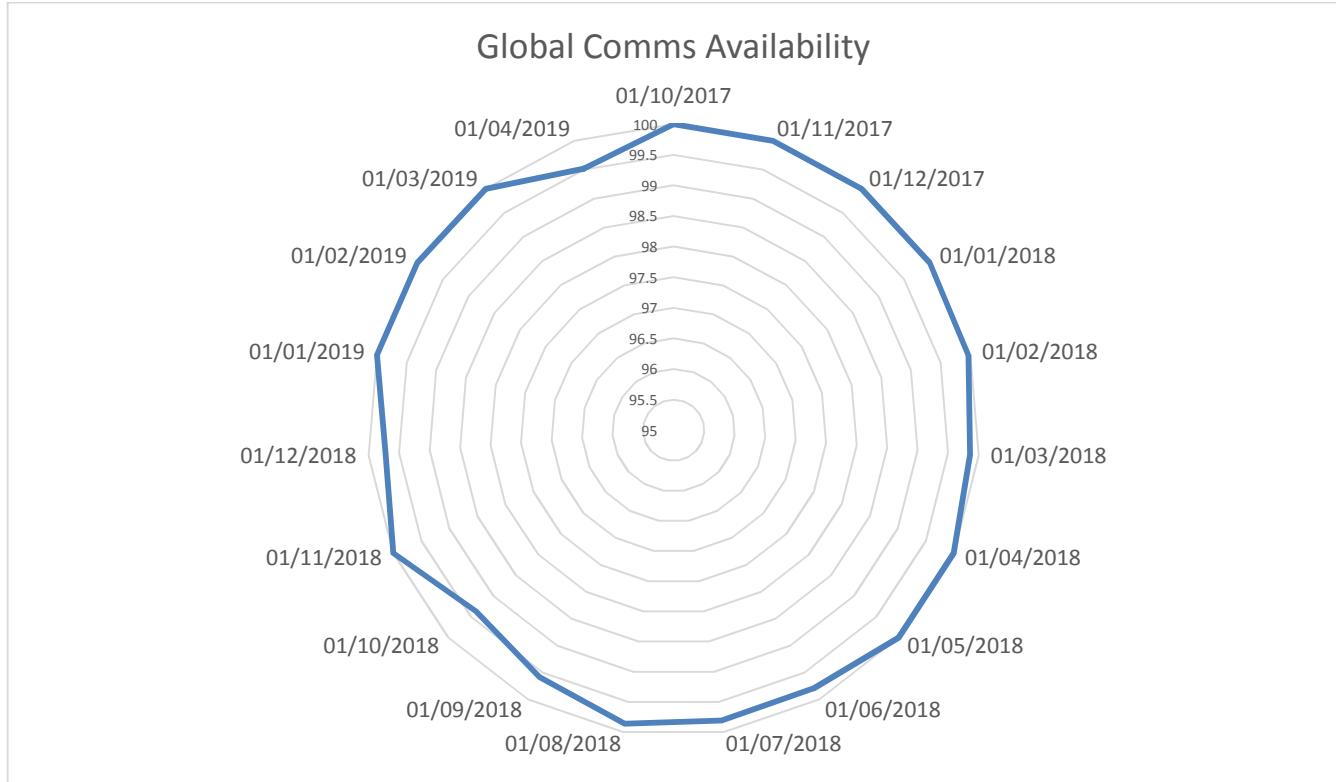


Please Note: There have been 'Out of Hours' calls into the Strata 24/7 service over the last 13 months.

New Telephony Platform Uptime With the introduction of the new telephony platform, Strata are now reporting on the uptime of the Skype for Business and Anywhere 365 telephony applications.

Month / Metric	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
24/7	100%	100%	100%	100%	99.97%	99.86%	100%	100%	99.80%	99.81%	99.86%	99.59%	99.38%	100%	99.72%	100%	100%	100%	99.52%

The below radar diagram shows 24/7 performance over a 18 month period, recent network related issues have impacted on the SLA, but with remedial infrastructure works, it is expected that SLA performance will increase.



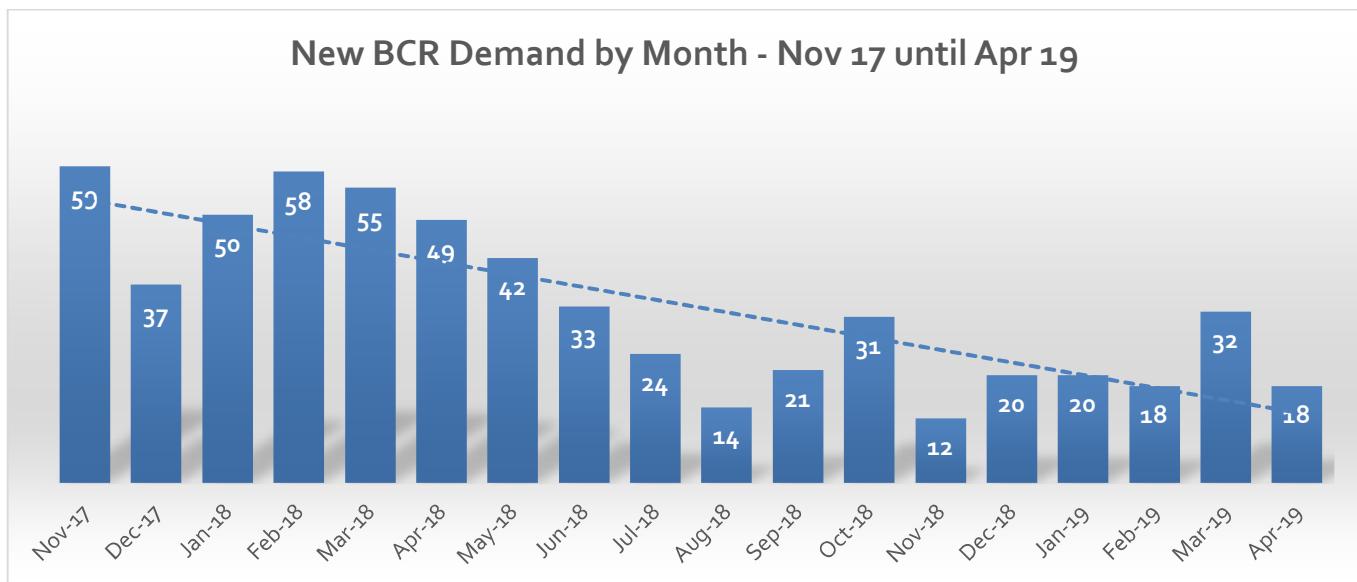
PLEASE NOTE: we have had 99.52% up time for desktop and telephony in hours during April. There have been failures reported on an individual level but nothing reported as system failures.

Business Change Requests Performance Indicators Report

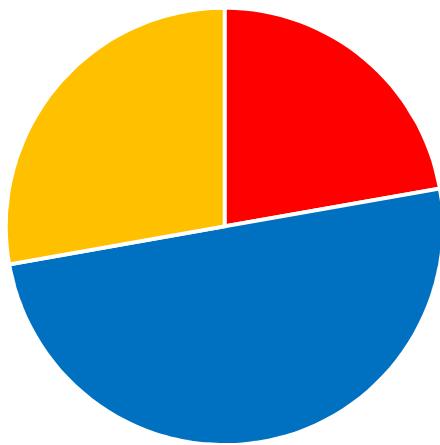
Total New BCR Demand

Site	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
ECC	9	7	15	7	16	9	10	12	7	2	6	17	3	10	3	6	9	4
EDDC	18	21	14	18	15	16	14	5	10	7	10	1	3	7	8	6	7	9
TDC	32	9	21	33	24	24	18	16	7	5	5	13	6	3	9	6	16	5
Total	59	37	50	58	55	49	42	33	24	14	21	31	12	20	20	18	32	18

New BCR Demand by Month - Nov 17 until Apr 19

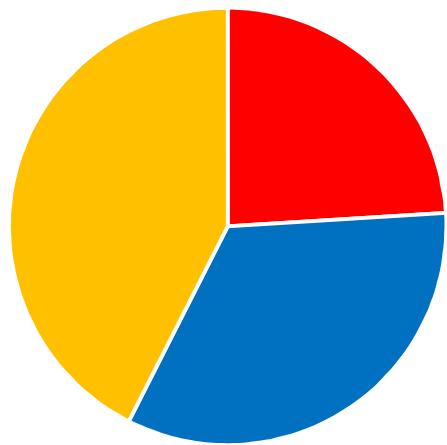


New Demand by Authority - April 2019



■ ECC ■ EDDC ■ TDC

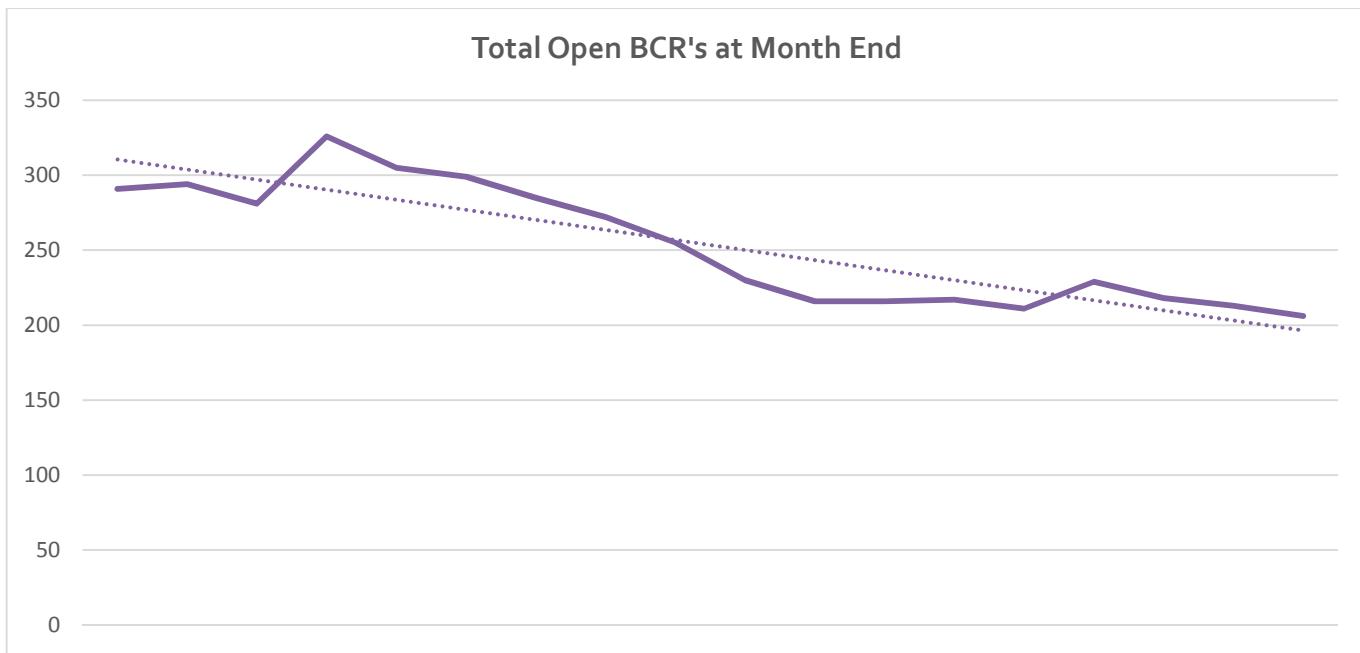
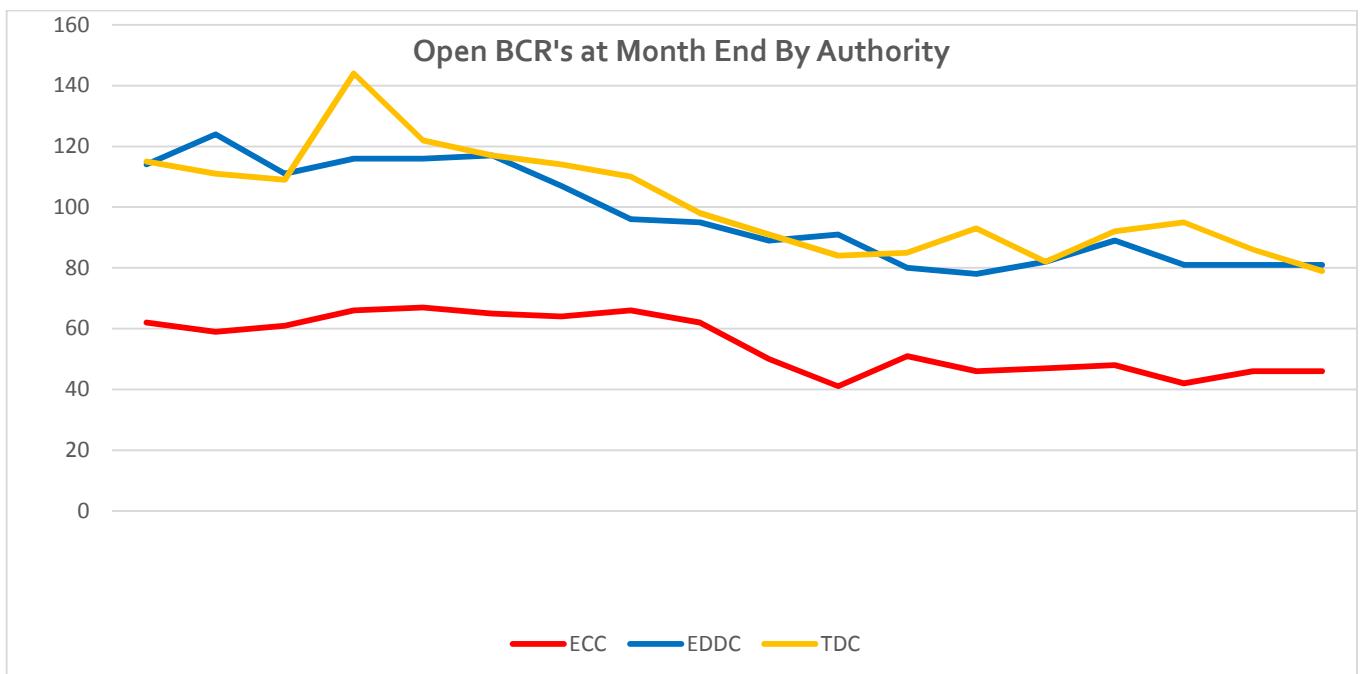
New Demand by Authority - Nov 2017 until April 2019



■ ECC ■ EDDC ■ TDC

Individual Number of Open BCR's

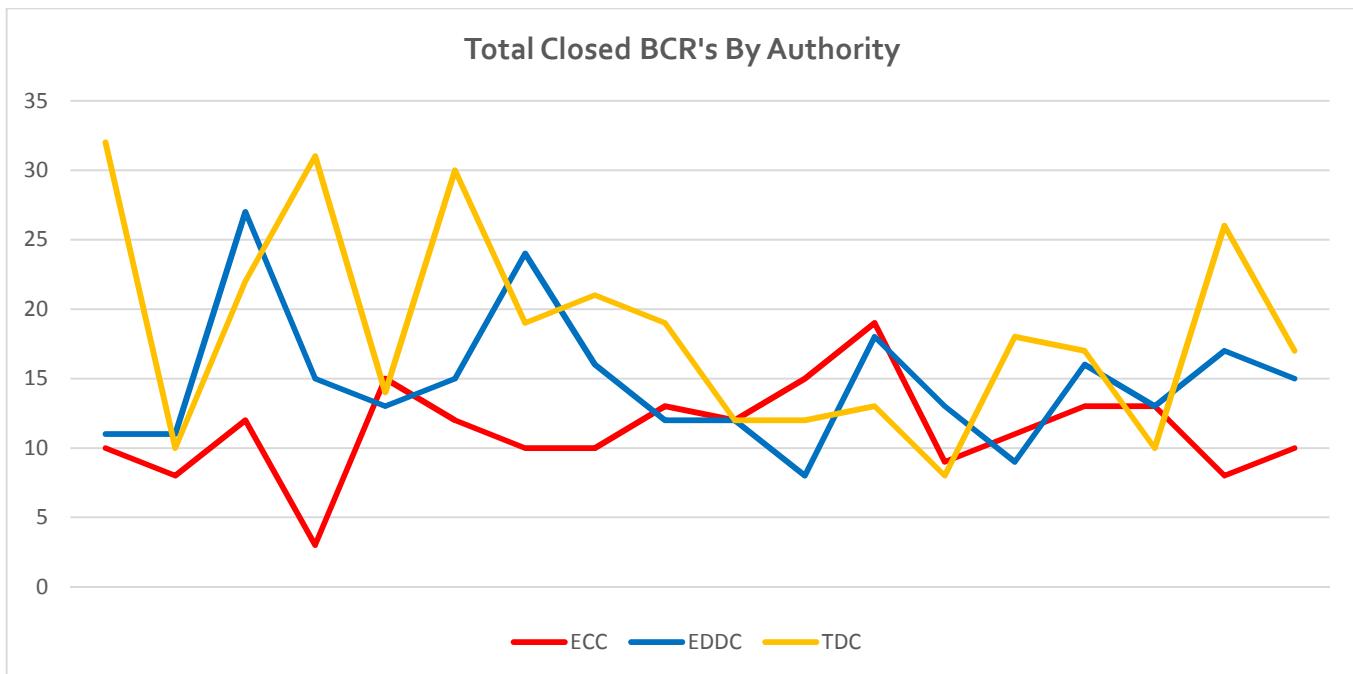
Site	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
ECC	62	59	61	66	67	65	64	66	62	50	41	51	46	47	48	42	46	46
EDDC	114	124	111	116	116	117	107	96	95	89	91	80	78	82	89	81	81	81
TDC	115	111	109	144	122	117	114	110	98	91	84	85	93	82	92	95	86	79
Total	291	294	281	326	305	299	285	272	255	230	216	216	217	211	229	218	213	206



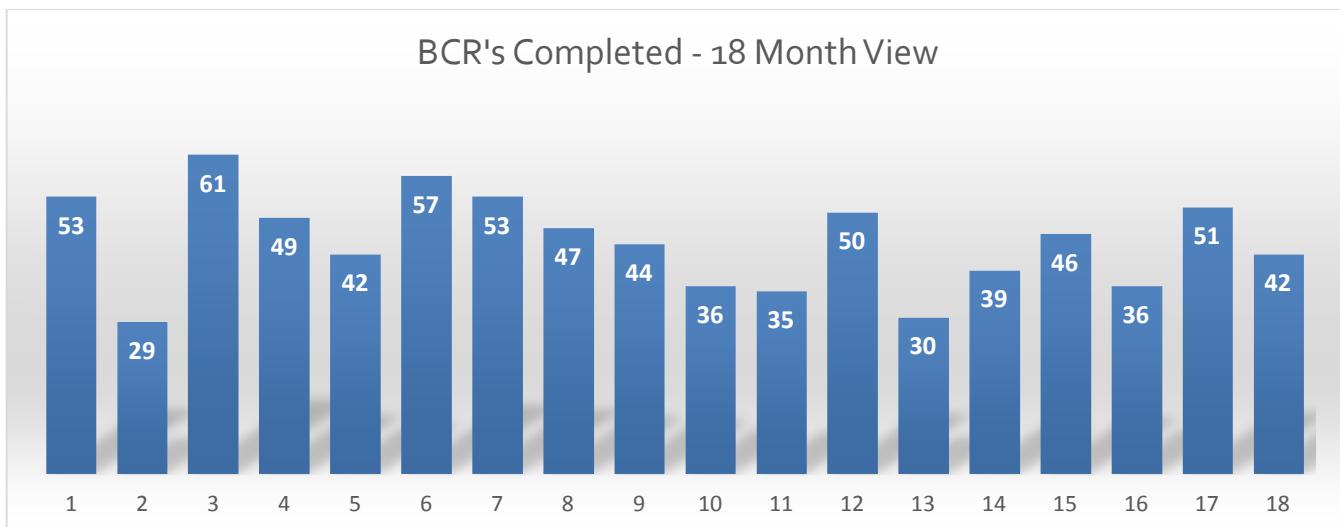
Individual Number of Closed BCR's During Month

Site	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
ECC	10	8	12	3	15	12	10	10	13	12	15	19	9	11	13	13	8	10
EDDC	11	11	27	15	13	15	24	16	12	12	8	18	13	9	16	13	17	15
TDC	32	10	22	31	14	30	19	21	19	12	12	13	8	18	17	10	26	17
Total	53	29	61	49	42	57	53	47	44	36	35	50	30	39	46	36	51	42

Total Number of Closed BCR's During Month (Month on Month)



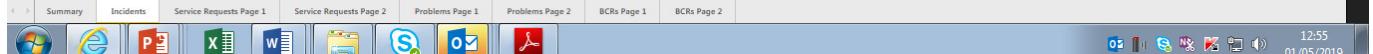
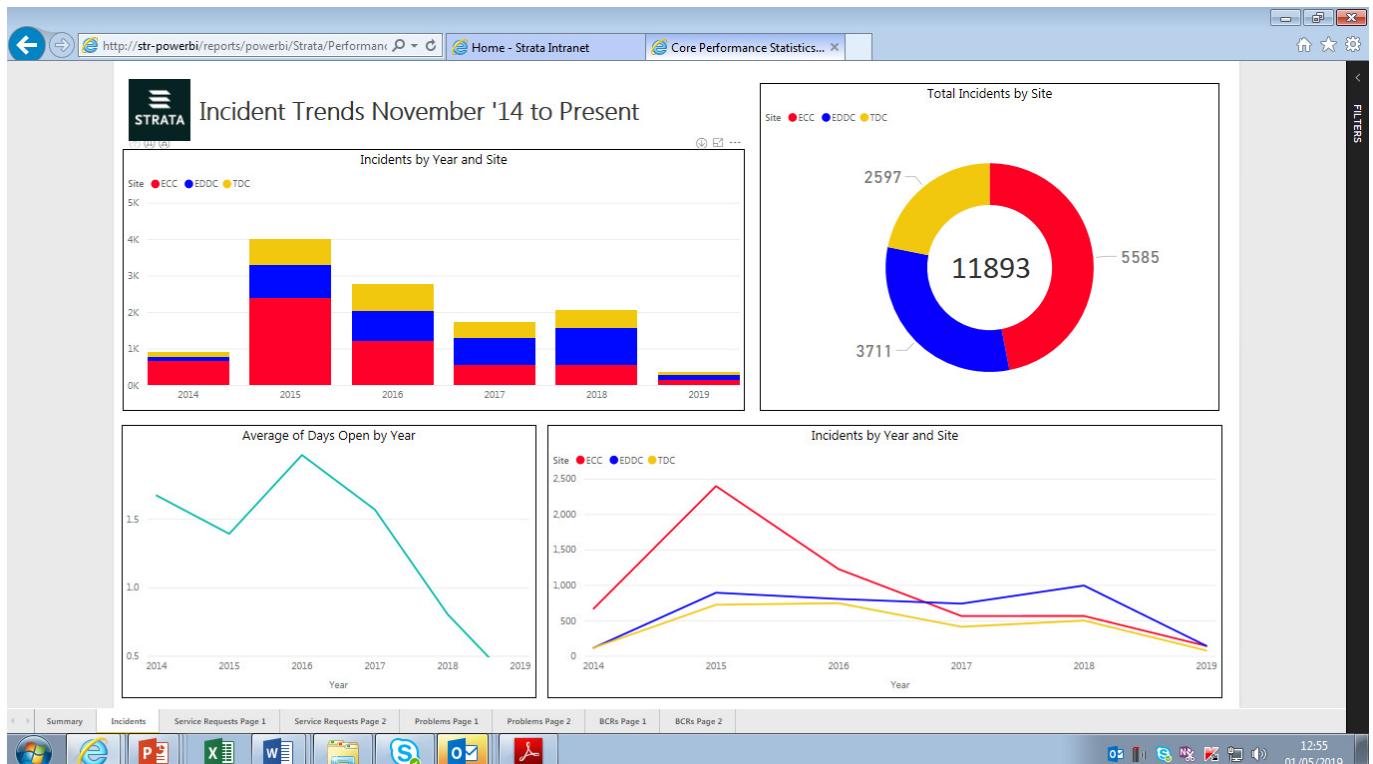
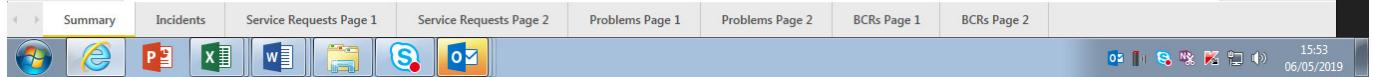
Total Number of Closed BCR's (Month on Month)



On Line - Strata Service Performance Indicators

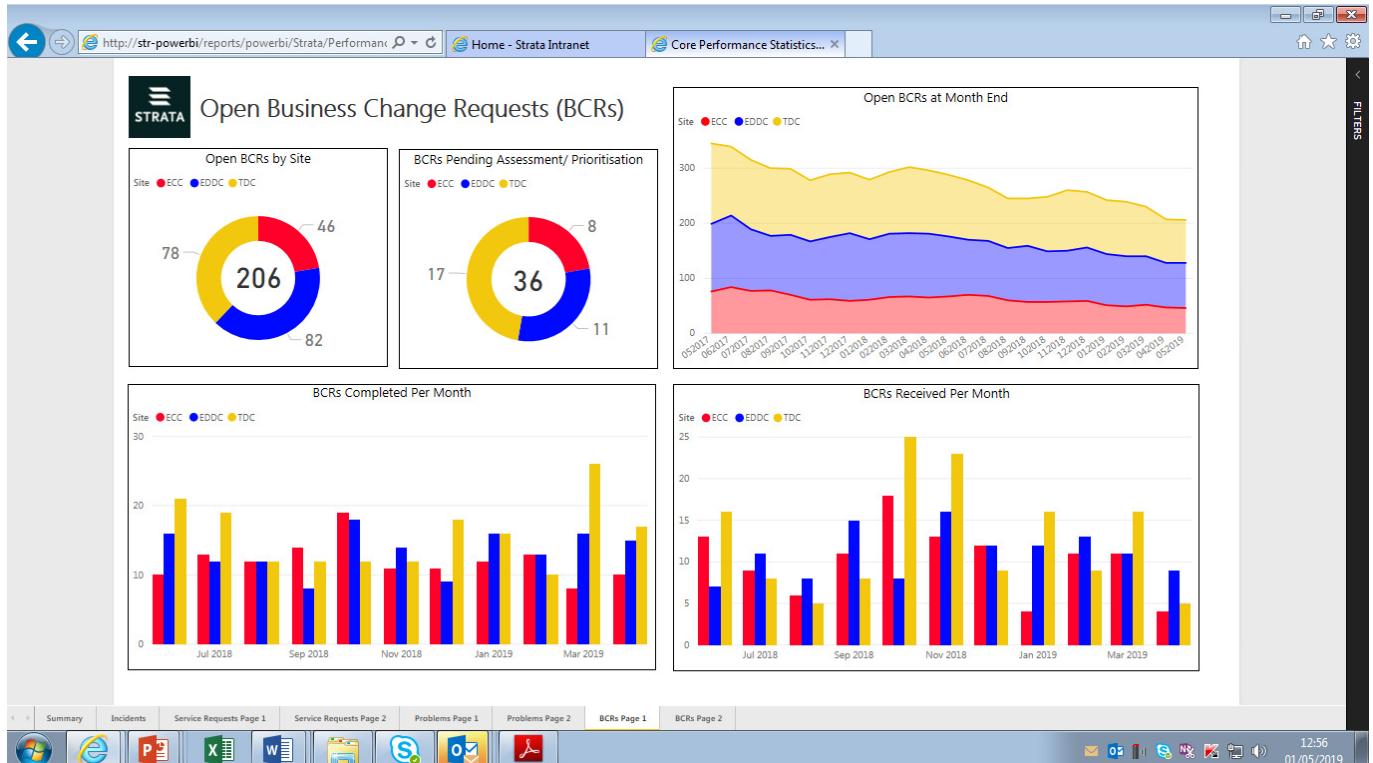
Service Summary – 6th May 2019

The graphic below is a snapshot of Open Incidents, Service Requests, Problems and BCR's as of 6th May 2019.

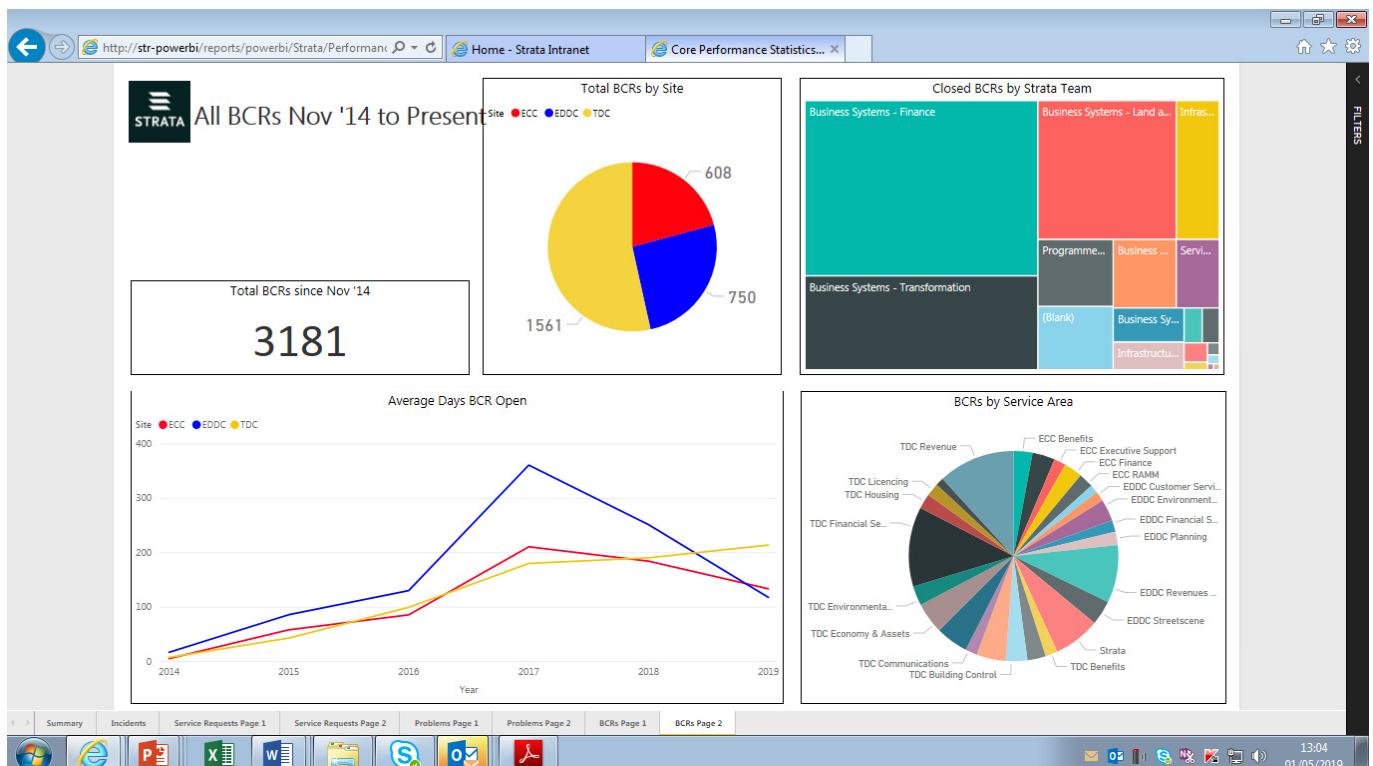


Strata Service Performance Indicators – BCR's (Business Change Requests)

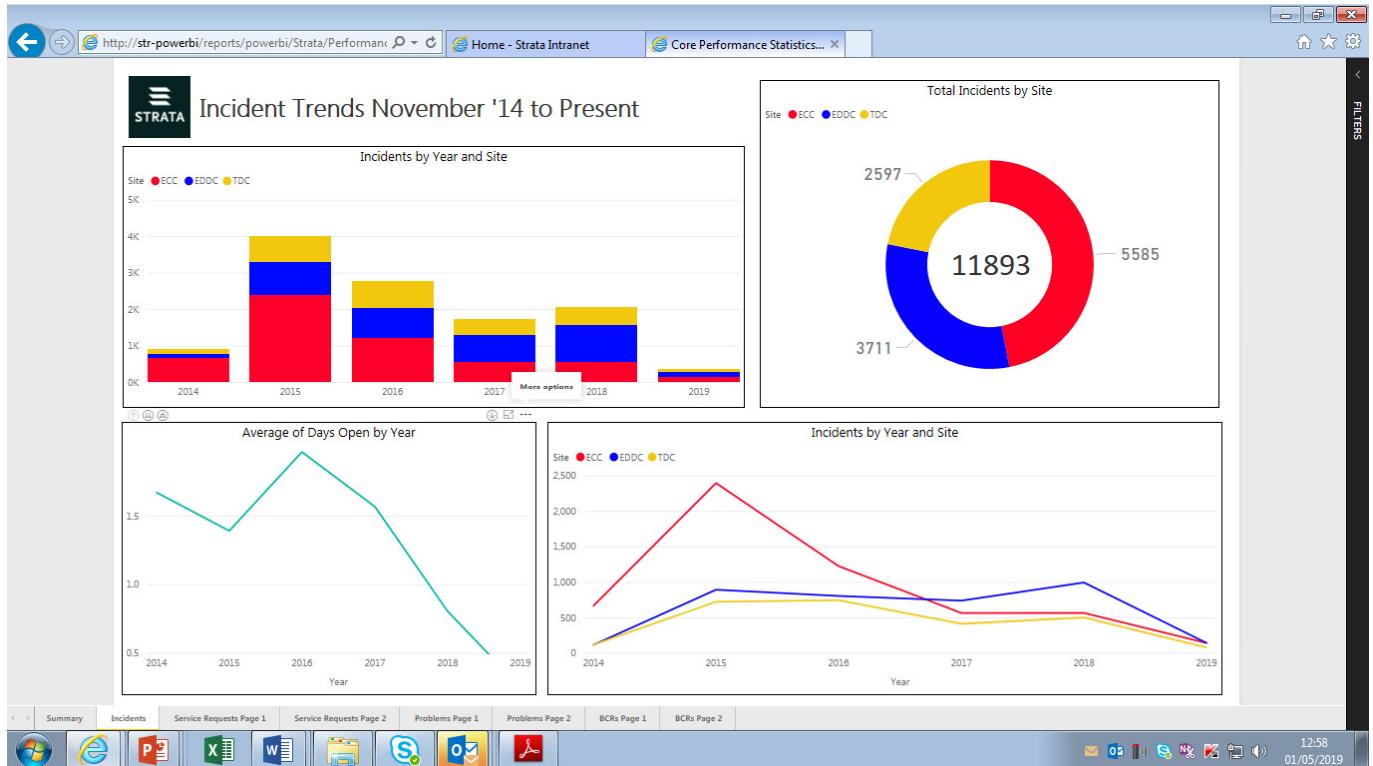
The following graphic shows the BCR queue and demonstrates how the queue has reduced month on month.



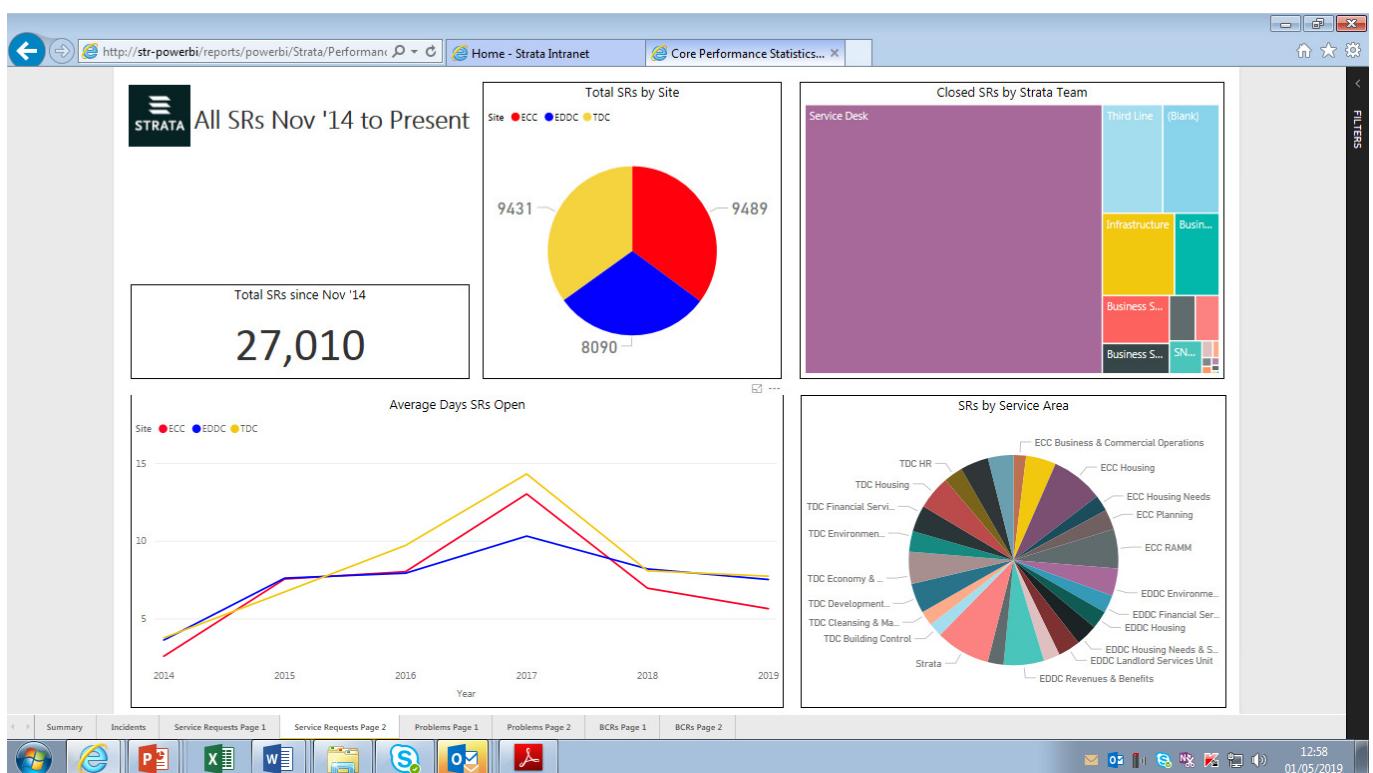
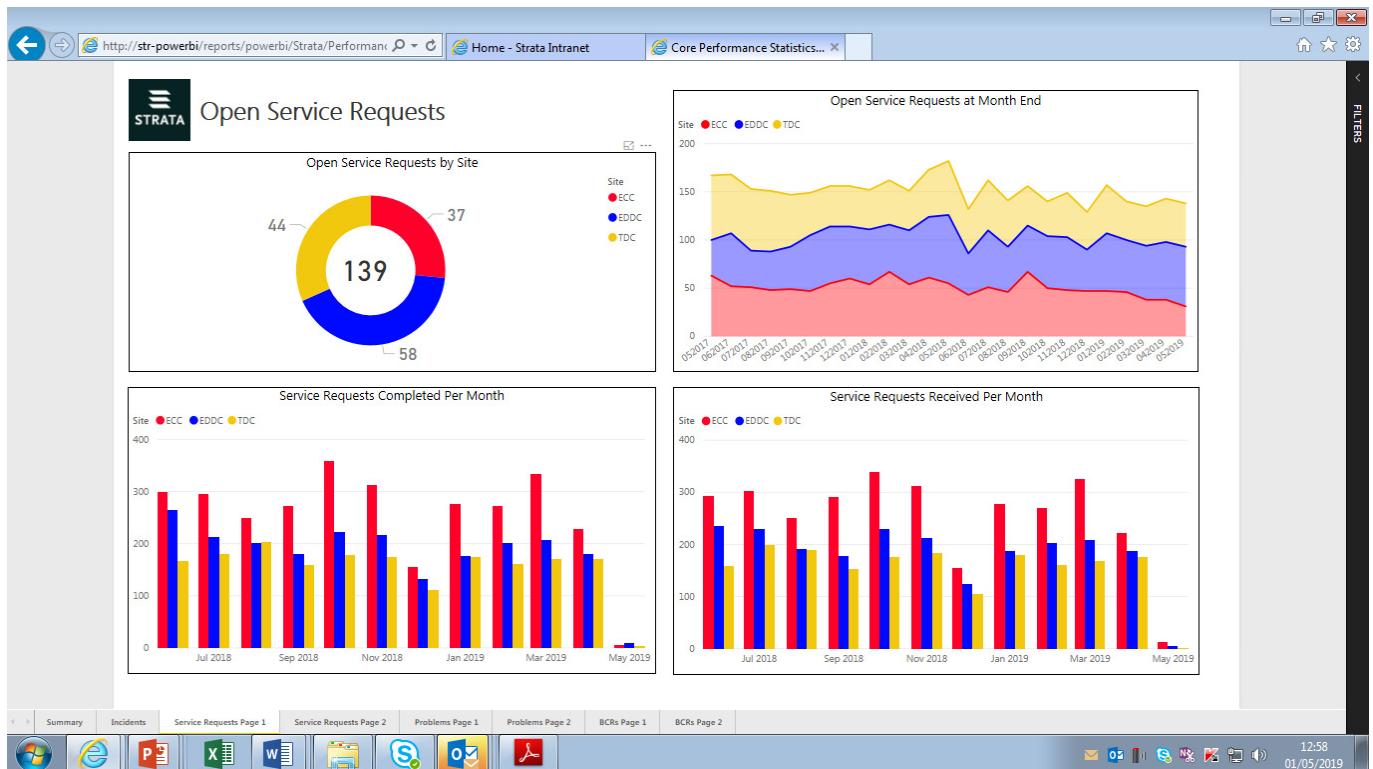
The following graphic shows the split of BCR's by authority and by top 20 requesting departments within the three authorities



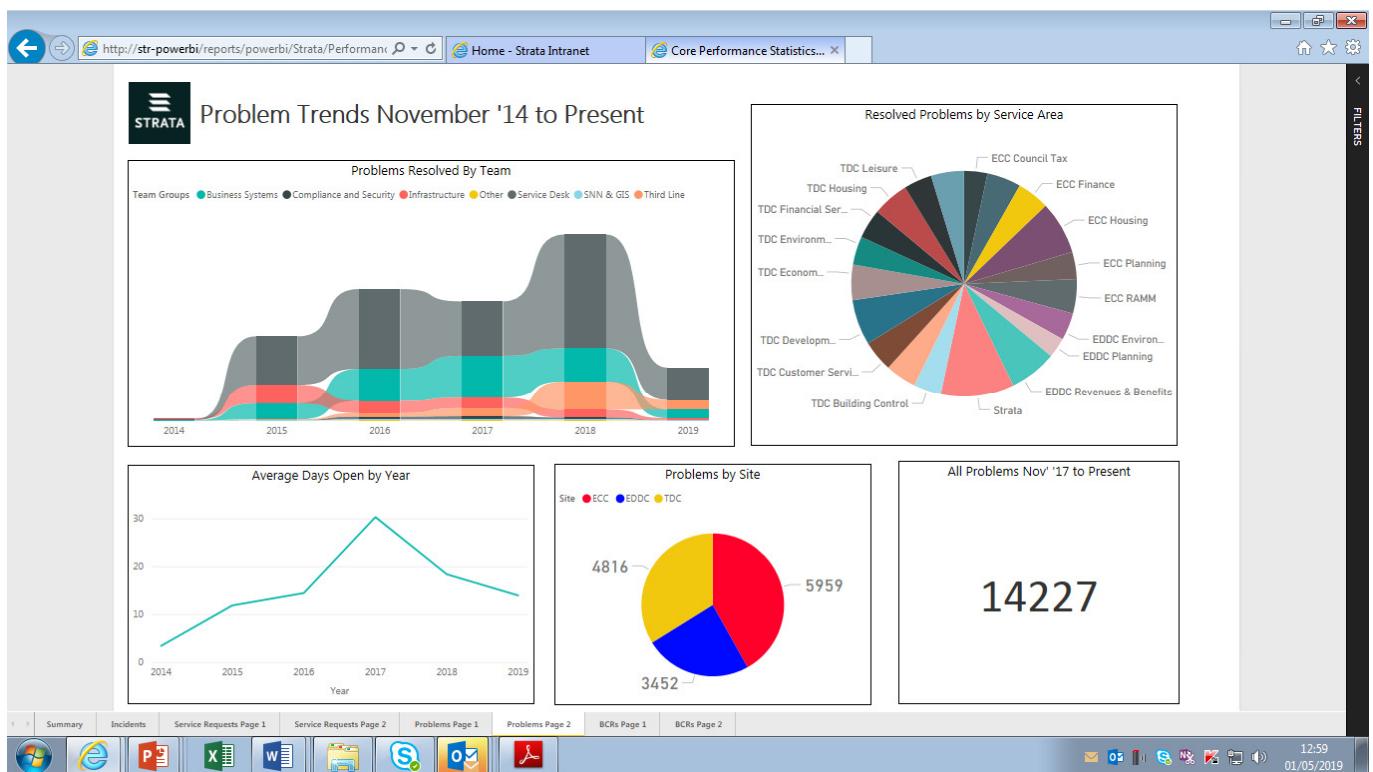
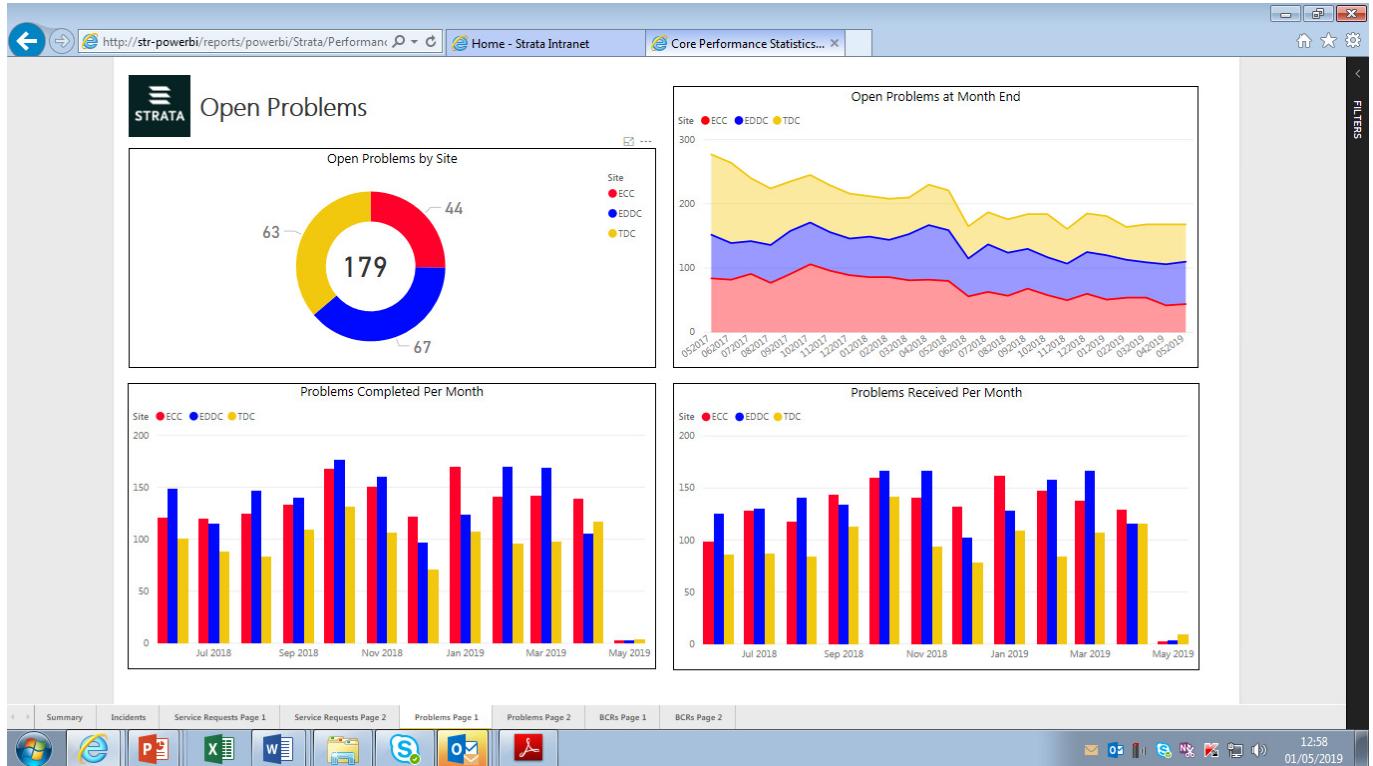
Strata Service Performance Indicators – Incidents



Strata Service Performance Indicators – Service Requests



Strata Service Performance Indicators – Problems



Projects Performance Indicators Report

Project reporting is now available for all users via the online portal which can be accessed via the Strata Portal

Below is a screen shot of what you will be able to see on Tab 1 (Projects List) and Tab 2 (example Highlight Report) of the online report:

The screenshot displays two tabs of a Power BI report:

- Tab 1 (Top): Projects List**
- Tab 2 (Bottom): Example Highlight Report**

Tab 1: Projects List

This tab shows a Gantt chart of multiple projects. The legend indicates:

- Authorised Project (green)
- Business Case (blue)
- Pending Project (orange)

Tab 2: Example Highlight Report - Telephone System

This tab provides a detailed view of the 'Telephone System' project, including:

- ExecutiveSummary:** ECC has phased Invoicex TDC in the past month and the global communications project team have been based on site at Exide House, Newton Abbot. We have already met several managers of TDC to discuss what the project will mean for them and how it will affect their day-to-day working lives. Initial communication has been sent to all staff outlining that the changes is coming and very soon we will be sending out more information to all staff members. We are currently in the process of finalising the procurement of new equipment and are awaiting quotes from various suppliers. We are also in the process of finalising the procurement of new equipment and are awaiting quotes from various suppliers.
- Risk:** ECC continue to have issues with the system. I am finding out what the impact will be.
- Issues:** ECC have avoided this risk by implementing Ntacell as an alternative provider. This could potentially cause other issues but I am unable to think of any.
- TasksCompleted:** Large upgrade to Anywhere365 successfully applied. This gives us greater flexibility with the solution, new features along with several bug fixes.
- Key Milestones:** Milestone 1: Teleph... Status: Mis...
- Capital Budget:** Total: £140,143.50

Customer Satisfaction

This measure is available from the Call Logging system by sending a customer satisfaction email when each job logged has been completed. Customers have an option to complete and send responses to closed calls indicating Positive, Neutral or Negative feedback through selection of a corresponding 'smilie'.

In April 2019 we received 373 responses to the customer satisfaction survey, this was made up of 361 positive responses, 8 neutral responses and 4 negative responses. This equates to the following satisfaction percentages:

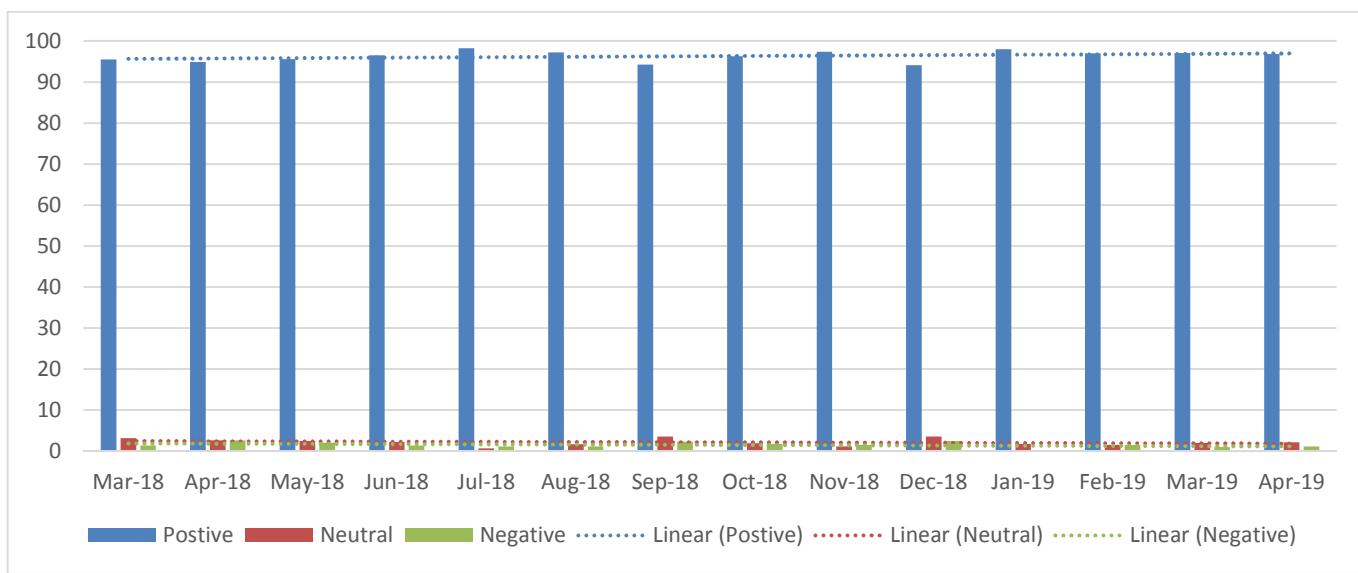
Response Category	Responses Received	Percentage
Positive	361	96.8%
Neutral	8	2.1%
Negative	4	1.1%



Responses are monitored and any neutral or negative replies are followed up to identify areas for improvement or learning points for consideration. Feedback is shared with the Strata teams, to assist with overall service improvement programme.

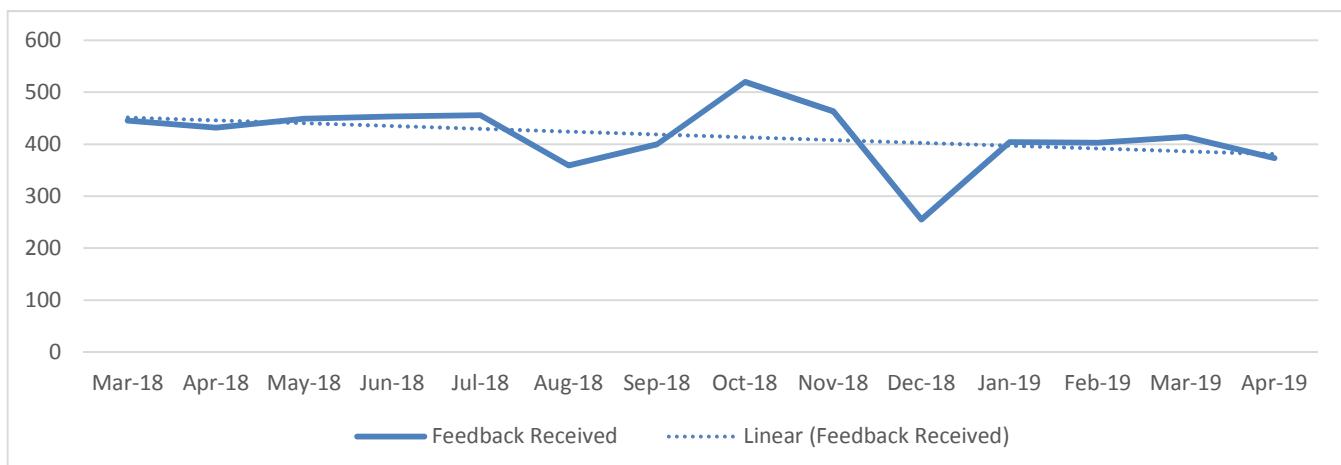
Month on Month Customer Satisfaction Score – April 2018 until April 2019

	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
Positive	95.5%	94.9%	95.55%	96.5%	98.25%	97.21%	94.25%	96.3%	97.4%	94.1%	98.01%	97%	97.1%	96.8%
Neutral	3.15%	2.55%	2.45%	2.2%	0.66%	1.67%	3.50%	1.9%	1.1%	3.5%	1.74%	1.5%	1.96%	2.1%
Negative	1.35%	2.55%	2.00%	1.3%	1.10%	1.11%	2.25%	1.7%	1.5%	2.4%	0.25%	1.5%	0.96%	1.1%



Quantity of Feedback Received

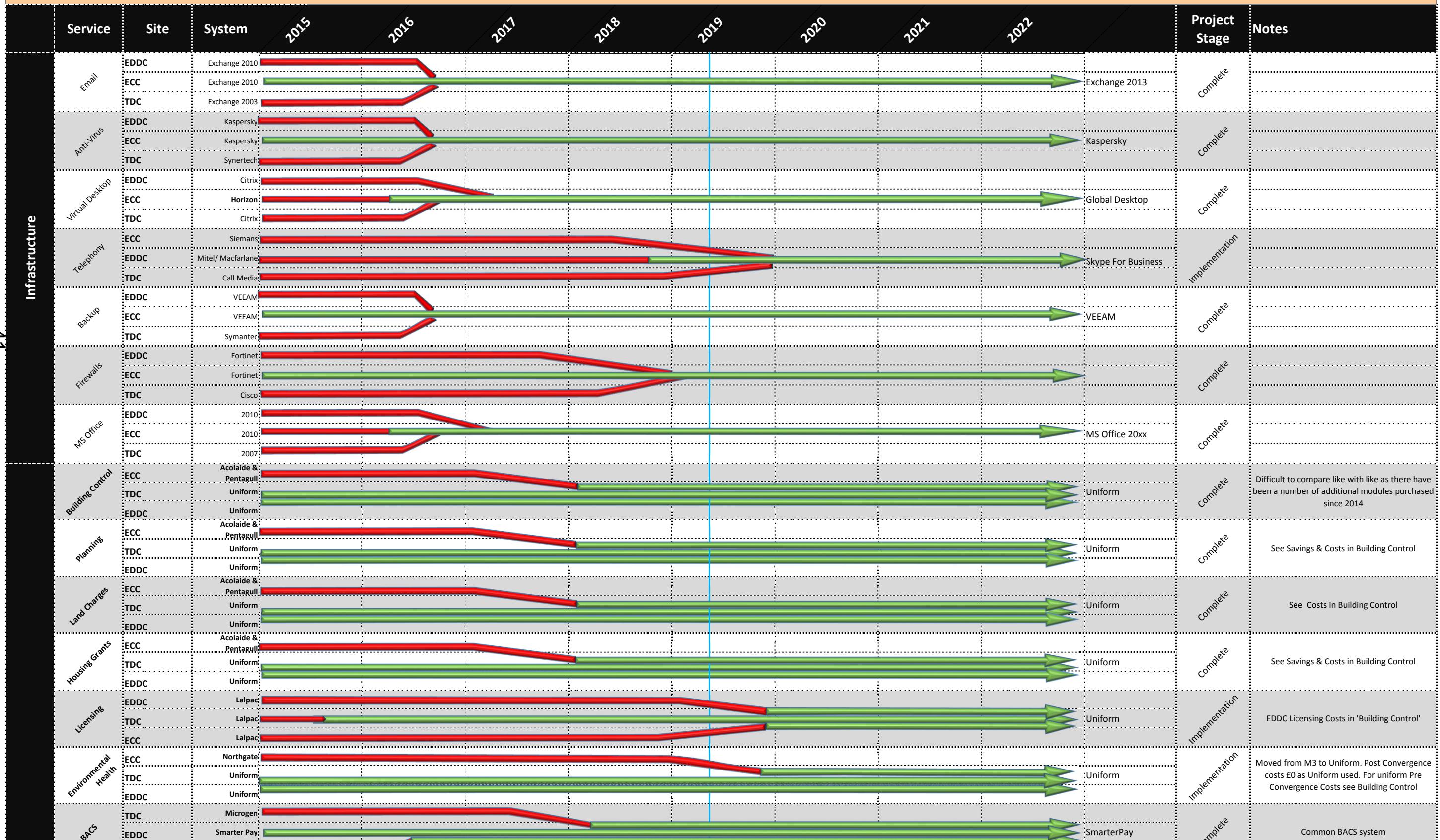
	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19
Feedback Received	445	432	449	453	456	359	400	520	463	255	404	403	414	373



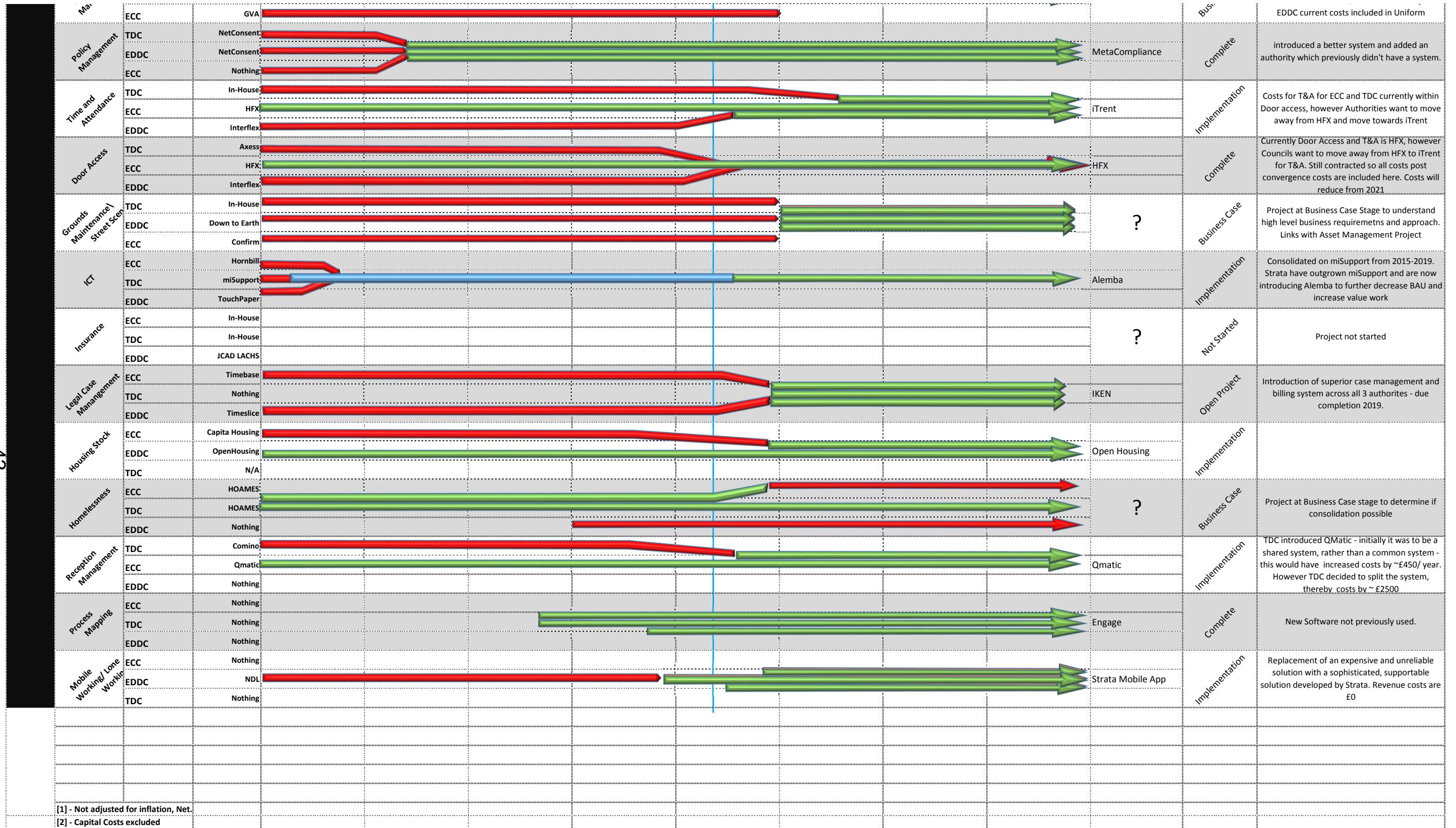
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Strata Service Solutions Ltd.

Convergence Update







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Solutions for
government

Strata

Project Management Process

Version 0.4 draft

Date Issued: 1st May 2019

Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government

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Document Information

Applies To	All Strata Authorities
Date of Approval	

Document Control

Title	Project Management Process
Originator / Author	David Sercombe
Reviewer	
Business Area	Strata Business Solutions

Document History

Version	Date	Changes Made	Document status
0.1	1 st October 2018		Draft for review
0.2	22 nd November	Tidying of formatting, layout, finish etc	Further draft for review
0.3	1 st April 2019	Merged in detail of Project Gates	draft
0.4	1 st May 2019	Draft for review by Senior Management Teams	Draft for comments

Glossary of terms

ECC – Exeter City Council

TDC – Teignbridge District Council

EDDC – East Devon District Council

LA – Local Authority

BCR – Business Change Request

IRB – ICT Review Board

GDPR – General Data Protection Regulation

DPIA – Data Protection Impact Assessment

PID – Project initiation Document

Project Gate – A major project milestone and decision point for a Project Board

1 Introduction

This document is intended to provide an agreed framework to deliver successful projects in the Strata environment. The methodology is based on Prince 2 but streamlined to reflect how Strata and the Authorities can best work together to deliver these projects.

There is a recognition that projects will vary in size and complexity, and as such not all aspects of this framework will be applicable in all cases or need to be completed as comprehensively in all cases. The extent to which each step is applied will be determined by the project team during Gate 2 – ‘Open Project’ and will be recorded in the Project Initiation Document.

Similarly the level of governance needed will vary from project to project. Some small projects will require a project team and not a project board, other projects, particularly multi-authority convergence projects will require a project team and project board, and a project manager from Strata, the authority and possibly the supplier – therefore a more rigorous level of project control must be in place to ensure lines of responsibility are clear and progress is closely monitored.

This framework has been successfully piloted during the Car Park convergence project and lessons learned from this project have been included as steps here.

1.1 Using the Framework

The framework is split into 5 project Gates which take the project from inception through to delivery and the final project review. Before a project can progress between project gates the project executive must sign off the current gate as complete and authorise the commencement of the next project gate.

Most steps outlined here have specific documentation to be completed. Samples are included in the appendix.

Project Gates



1.2 Project Types and Governance levels

Below are the suggested project types and governance levels.

Project Types	Governance	Project Manager
Single Service, Single Authority	Project Team	Strata Analyst
Multiple Service, Single Authority	Project Board	Strata Project Manager, Authority Project Manager
Single Service, Multi Authority	Project Team	Strata Project Manager, Authority Project Manager
Multiple Service, Multiple Authority	Project Board	Strata Project Manager, Authority(s) project Manager
Multiple Service, Multiple Authority	Project Board	Strata Project Manager, Authority(s) project Manager

1.3 Adoption of Framework

For this framework to be successfully implemented it must be adopted and enforced by all 3 authorities and by Strata. It will require the full support of the senior management teams.

2 Gate 1 – Business Case

Stage input – BCR

Stage Output – High level Business Case

2.1 Gate Summary

This is the first stage of the project process. At this stage there is requirement from the authority or service area for Strata to ‘do something’ to solve a business problem. The solution in many cases is not known and the costs, timescales and resources required to deliver the solution are equally unknown. Therefore this stage is about getting authorisation from the relevant authority body (IRB) to invest Strata time to gather requirements and investigate possible solutions to fulfil those requirements.

The output of this stage is a high level business case, outlining the indicative costs, resources and approximate timescales to deliver the project. This business case will then require approval in order to proceed to the next project Gate.

2.2 BCR – Business Change Request

All projects start the same way – as a BCR submitted via the online Strata portal. The BCR should outline what the problem is that requires solving, along with the benefits of solving the problem. Guidance for completing the BCR can be found in the Appendix.

2.3 BCR Assessment

BCRs will be reviewed by Strata on a weekly basis. They will then be assigned to an analyst to undertake a high level investigation of the requirements – this may or may not involve discussion with the end user to seek clarification of any requirements included in the BCR. At this stage the analyst will:

- Estimate any costs if possible at this stage
- Estimate the effort likely required to deliver the request
- Highlight any potential risks

If any of the above are considered high, then it will be flagged as a potential project.

2.4 IRB to decide to proceed

On a monthly basis, all BCRs that have been assessed will be reviewed by the ICT Requirements Board (IRB) of the respective authority. The IRB will review the potential project by considering the costs and the high level benefits identified during the initial assessment. The IRB then decides if the project should be investigated further. If it is, the Authority must produce a project mandate, providing more detail.

2.5 Project Mandate

The Project Mandate is the first document required to initiate a project. It is considered to be a pre-project document; it encapsulates the ideas and basic information that is available at this point. The authority is responsible for producing the project mandate using the template located in the Appendix. Strata will assist the authority where necessary to produce the mandate. The mandate identifies:

- Key individuals that will be involved in creating the Business Case
- The high level requirements/ objectives of the project (Scope)
- Instruction to Strata to invest necessary time to gather the more detailed business requirements, investigate potential solutions and gather sufficient information to produce a business case.

Once complete the Project Mandate should be approved by IRB

2.6 Business Requirements Gathering

Once the project mandate is approved a Strata Analyst will be assigned by a Principal Analyst to help create the business case. The first step to writing the business case is to understand the business requirements of the authority in more detail. The requirements should focus on the outcomes required by the project, rather than the detailed technical specification or solution for achieving the outcomes.

The Requirements will be recorded in a Requirements Template and signed by the Analyst and the Senior User.

2.7 Strata – Identify possible solutions

Strata will take the business requirements identified in section 2.6 and explore a range of possible solutions that will meet these requirements. This may include, but not limited to:

- Consideration of existing systems already in use across Strata partners
- Exploration of the market to find third party suppliers that will be able to meet the needs of the authority
- Consideration of an in-house developed solution

Where third party suppliers are engaged this will only be in the capacity of understanding the ‘art of the possible’ and to get an idea of indicative pricing to enable a business case to be drafted. This step is not designed to form any part of the procurement or to propose any specific solution.

It is recommended that the customer is **NOT** included during any demos/ webinars by suppliers at this stage as expectations may be set too early in the project life cycle. The Business Requirements stage 2.6 should provide enough information for a systems analyst to identify a range of suitable solutions to get indicative costs.

2.8 High Level Business Case

The Business Case is a jointly owned document between the authority and Strata, and should document:

- Business Need
- Quantitative and Qualitative benefits of the project
- Risks
- Indicative Costs – Note - this is before any tender process has been undertaken, therefore it is **NOT** possible to provide detailed costs at this stage. Any costs should be seen as a guideline only and a reasonable contingency should be included.
- Indicative Resources to implement – from both Authority and Strata
- Infrastructure Considerations
- Security and Data Protection Considerations
- Finance approval for any predicted spend
- Indicative ongoing support implications for the Authority and Strata

The Business Case template can be found in the Appendix

2.9 Business Case - Approval

Sign off of the Business Case will depend on size of project and availability of budget. For example a convergence projects may need JEC sign off. A project that requires significant funding not previously identified may need Full Council approval. A smaller single authority project may only need IRB sign off. The table below outlines suggested sign off approval levels

Project Types	Budget in Strata Business Plan	Suggested Sign Off ¹
Single Service, Single Authority	Yes	IRB
Single Service, Single Authority	No	SMT
Multiple Service, Single Authority	Yes	SMT
Single Service, Multi Authority	Yes	IRB's / JITSG
Single Service, Multi Authority	No	SMTs
Multiple Service, Multiple Authority	Yes	JEC
Multiple Service, Multiple Authority	No	Full Councils

Regardless of the approval level required, all projects should be authorised at IRB before being presented to another body.

There are 2 possible outcomes from this stage:

1. The Business Case is approved – The project proceeds to Gate 2.
2. The Business Case is refused – the project is closed.

¹ To be agreed before project process is finalised. Consider the Authority budget levels as well. i.e. single service may require solution costing significant monies. – will IRB be able to approve that project???

2.10 Gate 1 – Checklist

ID	Step	Description	Responsible	Completed
1.1	BCR	Request for work received via BCR process with indicative benefits completed by Customer	Service Manager	
1.2	BCR Assessment	Assigned to Analyst to assess BCR. If considered, high effort, high risk and or high cost – will be flagged as potential project	Strata Analyst	
1.3	Recommend as Project	Assessment taken to IRB and recommended as Project. If IRB want to take it forward a Project Mandate is required,	IRB	
1.4	Project Mandate	The mandate is complete by Senior Officer	Authority lead officer	
1.5	Assigned to Analyst	Requirements Gathering	Strata Analyst	
1.6	Exploration of Solutions	- Reuse of existing system - explore market - consider in house solution	Strata Analyst	
1.7	High Level Business Case	- Benefits - Costs - Risks - Implementation and Ongoing resource considerations	Strata Analyst Authority Lead officer	
1.8	Business Case Sign off	Signed off Business Case – Authority to proceed to Gate 2. Rejected Business Case – Close project	IRB, plus Appropriate body if necessary	

3 Gate 2 – Open Project

Stage input – Approved Business Case

Stage Output – PID, Detailed Specification

3.1 Gate Summary

This is the second stage of the process and will see the creation of one of the project's most important documents – the Project Initiation Document (PID). This stage gathers the necessary information to fully understand how the project will be delivered and generates the detailed specification to enable a product to be developed or a tender exercise to be completed to purchase a solution.

Once agreed in the PID, the appointed project manager will provide regular highlight reports to the project team and project board.

3.2 Project Initiation Document

The PID is regarded as one of the most important documents in the project process. This document sets out in detail the way the project will be governed, managed and delivered; it clearly defines the deliverables of the project, including what is in and out of the scope of the project. It sets out any assumptions that have been made, the dependencies this project has on other projects (and other projects on it), and any constraints that the project will be delivered under. It will also provide a high level project plan (as accurate as possible given the absence of an identified supplier at this stage), the risks and budget and resource requirements from both Strata and the Authority.

In essence this document should give clarity to the project team, the board, senior management and any other interested party as to what the outcomes of the project are and how these will be achieved.

Changes to the deliverables and scope agreed in the PID are possible, but will need to be authorised by the Project Executive with the understanding that this may change the agreed timescales and budget for delivery.

Before proceeding to the next gate the PID must be approved. This should be by all stakeholders in the distribution list along with other interested parties that may be impacted by the project. Until the PID is approved, the project cannot proceed to the next stage.

The Strata PID template can be found in the Appendix

3.3 Specification – 1st Pass

This builds on the high level business requirements captured in Gate 1, and adds more detail including any technical requirements, interface requirements, data structures, security considerations and more detailed business requirements. This should be done before seeing suppliers systems. This ensures that the focus is on the essentials to meet the authority's business requirements rather than thinking be overly influenced by a specific product. It also ensures that the procurement process isn't compromised.

3.4 Suppliers demos – Art of the possible

This is a meeting or a series of meetings for Strata and the authorities to view what the market has to offer, having already developed a strong idea of their business requirements. This does not form any part of the

procurement process, it is designed as an opportunity to ensure the specification includes any other features that would be of benefit to the authority. It is important to note that any additional features added to the specification as a result of the art of the possible demos should not be unique to a specific supplier thereby precluding any other supplier from tendering for the work.

3.5 Specification – 2nd Pass

Following the ‘art of the possible’ demos any features missing from the first pass specification should be added. Following this step, the specification will be finished and accurately represent the complete requirements of the final product. It is this document that will be used to determine what is requested in the tender and how the received tenders are evaluated. If items are omitted from the specification the winning supplier will be under no contractual obligation to supply them and as such they may either be unavailable in the final product or result in additional costs to include them. It is therefore vital that the final specification is detailed enough that it accurately represents the outcomes required by the authority.

Once the specification is complete, it should be signed off by members of the project team. By signing the document the stakeholders agree that the specification will deliver the outcomes required.

3.6 DPIA Part 1

A DPIA Part 1 document is completed by the authority. This will identify any Data Protection implications at an early stage, mainly what data will be stored and if there are any changes to the current processes. If there are, further work will be required with the chosen supplier to identify how the chosen system will mitigate and control any risk.

3.7 Risk and Issues Log

At this stage the Risk Log and the Issues log should be set up. These should be maintained by the project Manager throughout the project and discussed at every team and board meeting.

3.8 Gate 2 checklist

ID	Step	Description	Responsible	Accountable	Completed
2.1	PID	<ul style="list-style-type: none"> • Background • Goals and Objectives • Strategic Benefits • Project Board/ Team • Project Approach • Deliverables • Exclusions • Constraints • Dependencies • High Level Project Plan • Resource Commitment • High level Budget Summary • Infrastructure considerations • Security Considerations • Legal Considerations • Finance Considerations • Authorising Body Sign off. 	Project Manager	Project Executive	
2.2	Specification 1 st Pass	Detailed specification, including detailed list of business requirements, technical requirements, interface requirements. This document will form the basis of the procurement/ Development	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
2.3	Demo(s) – ‘Art of the Possible’	An art of the possible demo with authority involvement. This process does not form part of the procurement, but allows the authority to review their requirements in light of what the latest suppliers offer.	Project Manager	Senior User	
1.4	Specification 2nd Pass	Update specification based on ‘art of the possible demos	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
1.5	Specification Sign off	Signed off spec by authorised body	Senior User (business requirements), Senior Supplier (Technical Requirements)	Project Manager	
1.5	DPIA Part 1	Completed DPIA Part 1	Authority DPO	Project Executive	
1.6	Risk and Issues Log	Set up of Risk log and issues Log	Project Manager	Project Executive	

1.7	Signed off PID	Completed PID authorised and agreement given to proceed to next Gate	Project Manager	Project Executive	
1.8	Gate 2 sign off completed	Final Sign off to proceed to Gate 3	Project Executive		



4 Gate 3 – Procurement

Stage Input – Approved PID, Approved Specification

Stage Output – Signed Contract, Detailed Implementation Plan

4.1 Gate Summary

The Procurement stage is largely defined by Strata's procurement processes which in turn are dictated by EU law. At all stages Strata will work closely with our procurement advisor to ensure an appropriate approach is taken for all procurements. This stage will ensure that an adequate solution is procured that meets the specification as agreed in Gate 2.

At agreed intervals the project manager(s) will provide regular updates to the project team & project board via Highlight Reports.

4.2 Agree an appropriate procurement approach.

The appointed Strata project manager will work with the Strata procurement advisor to agree an appropriate procurement route. This will be based on Strata's commercial procedures previously agreed with the Joint Executive Committee and is determined largely by the value of the contract over an agreed time period.

The table below summarise the award procedure based on the value of the contract.

Total value (exec VAT)	Award procedure
Up to £50,000	One quotation, although best practice to seek more
£50,000 – £100,000	Quotation – 3 Written Quotations
£100,000 to EU threshold*	Invitation to tender by advertisement, EU compliant procurement framework
Over EU threshold	EU compliant tender exercise, EU compliant procurement framework

* Current EU threshold = £164,176

4.3 Collate Tender documents including agreed specification

The route agreed in 4.2 will determine what documents are required as this will vary between frameworks and if a tendering portal is used. Key documents needed regardless of the method of approach will be as follows:

- Written Statement of the desired outcomes of the project that the supplier should meet
- Detailed Specification of requirements
- Transparent evaluation and scoring mechanism which will also include:
 - Financial Review
 - Legal Review
 - References
- Clear timetable for procurement activities

4.4 Tender Evaluation

The evaluation criteria would already have been agreed ahead of going to tender. Therefore this step requires the relevant stakeholders to score the responses provided by the potential suppliers. Ideally this should be done whilst in the same room so that a levelling exercise can take place with each stakeholders' justification taken into account.

During the evaluation stage, if agreed in the evaluation criteria, a presentation by potential suppliers can also be held and scored. This will then support the written response.

Once the final scoring has been agreed, the suppliers should be notified of the result and any feedback requested by the losing suppliers given.

It should be noted that it is also possible that none of the potential suppliers meet the necessary thresholds to be able to award the contract. If this is the case a review of the specification and tender criteria should take place before considering alternative delivery options (such as in house development) of the desired system.

4.5 Review and Finalise Contract

Work alongside Strata's Legal Advisors to ensure a robust contract is in place, clearly indicate expected performance, penalties for failing to meet the required service levels (if appropriate) and any other T&C's as required. Depending on the method of procurement, especially if a framework is used, the ability to change the standard terms and insert new terms may be restricted, however every attempt should be made at making the contract as favourable as possible in respect of Strata and the Authority.

4.6 Pre-Contract Signing Meeting.

It is advised that a pre-contract signing meeting is undertaken to include the project team and the supplier. This meeting will allow any final queries regarding the contract or deliverables to be answered and agreed and importantly the implementation plan to be agreed by all parties. This is important as it will clarify the level of resource required to successfully implement the project.

4.7 Authorise Supplier appointment

The final decision to award the contract should be made by the project executive. The contract award template should be completed and signed.

4.8 Contract Award

The contract is awarded. The contract should be owned and managed by Strata, as such a Strata manager with the appropriate financial approval should sign the contract.

4.9 Complete post Contract award documentation

This includes publicising the award of the contract on the appropriate portal(s).

4.10 Gate 3 Sign-off

The Project executive should sign off Gate 3 as complete and provide authority for the project to proceed to the next gate.

4.11 Gate 3 Checklist

ID	Step	Description	Responsible	Accountable	Completed
	Agree Procurement Approach	Liaise with procurement officer to agree the best route to procurement confirm steps	Project Manager	Project executive	
	Procure	Collate Tender documents and undertake procurement process	Project Manager	Project Executive	
	Evaluate Tenders	Score Tender and choose preferred supplier – Score against specification: <ul style="list-style-type: none"> • References • Financial evaluation • Security Evaluation 	Senior User, Senior Supplier	Project Manager	
	Announce results and respond to requests for feedback		Project Manager	Project Executive	
	Review and Finalise Contract	Ensure Strata and Authority interests are protected	Project Manager, Strata Legal Advisor	Project Executive	
	Pre-Contract signing meeting	To clarify any points, agree implementation plan	Project Manager, Senior user, Senior Supplier	Project Executive	
	Authorise contract award	Authorise the award of the contract to the preferred supplier	Project Executive		
	Award Contract	Award the Contract to the preferred supplier	Project Manager	Project Executive	
	Complete Award announcements				
	Gate 3 Sign off and authority to proceed to Gate 4		Project Executive	Project Manager	

5 Gate 4 - Implementation

Stage Input – Awarded Contract, Agreed Implementation Plan

Stage Output – Product produced to agreed Specification

5.1 Gate Summary

This gate is the least prescriptive of the project process as each implementation will be different. However there are key steps which are mandatory to successfully deliver the project. These include:

- Good communication by the project manager and the project team/ board and all other identified stake holders
- A well maintained Risk and Issues log
- Good budget monitoring
- A committed project team with dedicated resource where required.
- Quality training at the appropriate time
- Detailed testing plans and evidence of thorough testing
- Appropriate security and data protection oversight
- A well maintenance project plan that can be adjusted subject to appropriate controls

If the above steps are undertaken then the project will be well managed which significantly increases the chances of successfully delivering the required product.

5.2 Detailed Project Plan

This should largely be in place having been agreed with the supplier in the previous step. The plan should be reviewed to ensure that all tasks are recorded at a granular level. Responsibilities will need to be assigned to each task along with dependencies and timescales estimated as realistically as possible. It is suggested that each task is over estimated to account for inevitable delays and unforeseen issues. Once this has been added to a Gantt chart the critical path for the project can be determined – this will show which tasks have a certain amount of ‘float’ and are not critical to the project meeting its deadline, and which tasks must be completed on time or the project will slip.

5.3 Create a RACI matrix

It is suggested that a RACI (Responsible, Accountable, Consulted, Informed) matrix is created that clearly documents each task and the involvement each stakeholder has to deliver it. This avoids the same task being duplicated by different stakeholders or worse, tasks not being done as there is confusion over who should do it. The RACI document is also useful as the basis for a communication plan as it clearly identifies who should be informed for each task.

A sample RACI matrix can be seen in the Appendix

5.4 Create a Detailed Testing Plan

It is critical that each product is fully tested by key stakeholders, prior to release to ensure it meets the quality expectations of the authority. A testing plan should be created before any testing takes place, identifying each “path” through the product. Testers should also try to break the product by entering unexpected data, or using the product in unexpected ways to ensure all eventualities are tested. The

results of each test should be recorded, any issues found entered into the issues log. These should then be addressed by the supplier.

5.5 Create a Training Plan

The stakeholders that are using the system should be trained and this should be budgeted for.

Any user involved in the set up or configuration of the product should have the appropriate training at the commencement of the project. Depending on the product all users should have an awareness session, so they fully understand what the product will do.

The timing of the end user training (for those that may not have been involved in the initial set up or configuration training) should take place near the go live date to ensure training is fresh in the users' mind prior to using it.

Floor walking on the day of go live is beneficial to ensure any issues on day one can be picked up by a system expert.

If appropriate a separate training event for senior management should be delivered to ensure management buy-in whilst the project is being delivered.

5.6 Budget Monitoring

The expenditure during the project should be carefully monitored with each invoice and PO being recorded and deducted from the overall budget allocation. Spending levels should be agreed, so that the project manager knows what contingency they can spend without seeking approval from the project board.

5.7 Risk and Issues Log

A Risk and Issues log should be maintained throughout the project. This should be discussed at every board meeting by exception.

5.8 Penetration Test

A penetration test or 'pen test' is an exercise carried out by a qualified IT security expert who will attempt to find security vulnerabilities in the product or infrastructure delivering the product. This requirement should be identified in the DPIA and allowed for in the budget. The pen' test can only be undertaken once the product is in a state that represents the Go Live state. Therefore this should be factored into the project plan with allowance for lead times for the pen test provider and any time taken to address any vulnerabilities discovered.

5.9 Highlight Reports

The project manager(s) is responsible for providing a highlight report to the project board or project team on a regular basis (normally monthly.) This should include the following key items:

- Tasks completed in this period
- Tasks to complete in the following period
- Update on budget position
- Update on risks
- Update on issues
- Update on progress against plan
- Decisions required

For large projects, both the Strata project manager and an authority project manager may be assigned. In this case it is preferable for a joint report to be submitted, with the project managers being co-authors. If this is not possible, individual reports are required.

5.10 Regular Board/ Team meetings

At the start of the project the frequency of meetings should be agreed.

Detailed minutes should be taken with any actions or decisions clearly documented.

If possible a dedicated minute taker, someone not involved in actively participating in the meeting, should take the notes. This is ideally delivered by project support.

5.11 Communications plan

A communications plan should be agreed and updated/ issued regularly.

5.12 Gate 4 Check List

ID	Step	Description	Responsible	Accountable	Completed
1.1	Detailed Project Plan	Granular Gantt plan, clearly outlining: <ul style="list-style-type: none">• All tasks• Timescales• Responsibility• Critical Path	Project Manager	Project executive	
1.2	RACI Matrix	All project tasks which clearly identify who is: <ul style="list-style-type: none">• Responsible• Accountable• Consulted• Informed	Project Manager	Project Executive	
1.3	Testing Plan	Clearly shows what is to be tested, who is testing and results of test	Senior User	Project Manager	
1.4	Budget Monitoring	Detailed finance monitoring showing overall budget, commitments and invoiced items to date.	Project Manager	Project Executive	
1.5	Risk and Issues Log	<ul style="list-style-type: none">• List of all risks and mitigations• List of all issues and resolutions	Project Manager	Project Executive	
1.6	Penetration Test	An external pen test showing all vulnerabilities and required mitigations	Head of Security and Compliance	Project Manager	
1.7	Highlight Reports	A detailed report summarising progress and activity on the project. To be delivered at least monthly	Project Manager	Project executive	
1.8	Board/ Team meetings	Regular team meetings/ board meetings to ensure communication is clear and decisions are made in a timely manner. Minutes to be taken at each meeting clearly showing actions and decisions	Project Manager, Project Support	Project Executive	
1.9	Communications Plan	Regular communication with stakeholders and other interested parties	Communications Lead	Project Manager	

6 Gate 5 - Service Transition and Go Live

Stage Input – Completed Product

Stage Output – Product successfully launched and supported, End of Project report

6.1 Gate Summary

This is the final gate and ensures that everything is ready for making the product available for use and that the product can be adequately supported. Clear service levels and escalation routes should be agreed with all parties. The product should be documented in detail; for Strata this means:

- The Configuration Database (CMDB) is updated with all configuration items
- The knowledgebase is updated to contain all necessary support information
- The revenue budget is in place
- All contact details for all stakeholders are recorded
- The contract details are stored and renewal and review dates are recorded.

6.2 Transition

Infrastructure and the Strata Service Desk should formally accept the product into the service catalogue and be fully aware how to support it (having been trained as necessary) and the system fully documented.

6.3 Authority Owner

A named business owner should be identified within the authority by the authority. The extent of the responsibilities of the business owner will vary with each product, however as a rule of thumb, if something can be done via the application user interface which may include setting up code lists, adding and removing users then the responsibility will reside with the authority, if it involves integration, databases or anything removed from the user interface the responsibility resides with Strata to either resolve or liaise with the supplier to resolve.

As part of Service Transition, a support RACI matrix will be agreed

6.4 Go Live sign off

All appropriate stakeholders should agree they are ready to go live, that everything has been adequately tested and clear communications have been issued.

6.5 Change Advisory Board

Prior to go live a Request for Change (RFC) will be submitted to the Strata Change Advisory Board (CAB) detailing the release process, back out plan and ensure that everything is in place for a smooth go live. Go live will be approved by the Change Manager. Once approval is given, the product may be made live

6.6 Extended Early life Support

Once the product has gone live, Strata implementation team will offer early life support for an agreed period of time – typically 1 week. During this time additional support will be available direct from the development team to handle user queries and offer guidance. If something that was agreed to be

delivered is broken it will be treated as an ‘Incident’ and given the priority befitting an incident. If changes to the agreed product are requested, these will be treated as a BCR. Following go live, there will be no changes made to the system within 3 months. The BCRs received during this change freeze period will be collated and treated as a package of work. The authority can select which items are included in this package.

6.7 End of Project Report

After the product has been live for a suitable period of time, the Project Manager will produce an End of Project report which will be presented to the board for approval. This will cover lessons learned and should be referred to at the start of another similar project to ensure recommendations are acted upon.

Depending on the project, the project manager may require a workshop with all stakeholders to gather lessons learned.

ID	Step	Description	Responsible	Accountable	Completed
1.1	Update CMDB	All configuration items updated	Strata System Owner	Project executive	
1.2	Agree Service Levels and Support Procedures	Service Levels i.e. response times, hours of support, who is responsible for raising support tickets etc.	Service Desk Manager, Senior User	Project Manager	
1.3	System Handover	Acceptance by Strata Infrastructure and Service Desk that they have sufficient information to support the product.	Strata System Owner, Head of Infrastructure, Service Desk Manager	Project Manager	
1.4	Go Live approval	project board to agree that they are happy that all go live criteria has been met and are happy to go live	Project Manager	Project Executive	
1.5	CAB	RFC to be submitted detailing go live plans	Project manager	Change Manager	
1.6	Go live Approval	CAB to review RFC submission and authorise change	Change Manager	Project Manager	
1.7	Go live	A detailed report summarising progress and activity on the project. To be delivered at least monthly	Project Manager	Project executive	
1.8	Early Life Support	Extended support from the implementation team to answer queries	Strata System Owner	Project Manager	
1.9	End of Project Report	Review of project, refer to PID that project has delivered outcomes. Include Lessons learned for future projects	Project Manager	Project executive	
1.10	Close Project	Archive all Project Documentation	Project Manager		



Appendix

To include

- BCR benefits calculation guide
- Project Mandate
- Business Case template
- PID template
- RACI Matrix template
- Highlight Report template



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STRATA JOINT SCRUTINY COMMITTEE STRATA JOINT EXECUTIVE COMMITTEE

DATE OF MEETING: **30 MAY 2019**
 18 JUNE 2019

PUBLICATION DATE: **21 MAY 2019**

REPORT OF: **STRATA FINANCE**

SUBJECT: **STRATA BUDGET MONITORING OUTTURN - 2018/19**

1. PURPOSE

- 1.1 This report advises on the financial position of Strata at the end of 2018-19, including both revenue and capital spend.

2. BACKGROUND

- 2.1 The Company has been given a total of £6.277 million to run the IT Services in 2017/18 along with funding for various capital projects. The Company also maintains an account for additional purchases throughout the year, which is invoiced to each Council based on actual purchases made.

3. MAIN IMPLICATIONS

Strata Budget Monitoring to 31 March 2019

3.1 Savings as per Business Plan

The 2017-18 Business Plan has revised the savings profile set out in the original Business Case over the initial ten year period of the Company. The savings were split into cashable revenue savings and savings to the Councils from not having to implement specific capital projects individually.

A breakdown of the revised saving summary is set out below.

		Capital Expenditure Savings	Projected Revenue Savings	Actual Revenue Savings	Variance
2015-16	Year 1	(443,932)	(262,098)	(232,000)	30,098
2016-17	Year 2	(312,522)	(20,000)	(100,000)*	(80,000)
2017-18	Year 3	(358,222)	(252,836)	(565,000)	(312,164)
2018-19	Year 4	(459,609)	(381,961)	(620,000)	(238,039)
2019-20	Year 5	(129,300)	(593,653)		593,653
2020-21	Year 6	867,962	(698,293)		698,293
2021-22	Year 7	(138,000)	(773,626)		773,626
2022-23	Year 8	(9,884)	(767,313)		767,313
2023-24	Year 9	(196,902)	(789,680)		789,680
2024-25	Year 10	(374,300)	(824,040)		824,040
Total		(1,554,709)	(5,363,500)	(1,517,000)	

* Although savings of £310,000 were delivered, Strata asked for £210,000 to be used for specific service improvements. This was agreed by the three Councils.

3.2 Key Variations from Revenue Budget

Strata has delivered £623,800 of revenue savings in 2018-19 (Appendix A) and has refunded £620,000. The key variations are set out below:

Expenditure Type	Projected Over / (Underspend)	Detail
Employees	130,407	<ul style="list-style-type: none"> Additional staff paid for by Councils (see income below).
Supplies & Services	(223,128)	<ul style="list-style-type: none"> Better discipline in identifying the costs of additional items funded by Councils. Improved contracts (financially).
Income - Revenue	(152,618)	<ul style="list-style-type: none"> Funding for additional staff for specific projects (offsets staffing overspend).
Transport	(7,413)	<ul style="list-style-type: none"> Based on current trends transport costs will be lower than budget.

The saving of £623,800 compares well against the original target of £381,961. Previous monitoring reports had highlighted the fact that the saving would be higher than outlined in the original business case.

3.3 Key Variations from Capital Budget

Strata's capital budgets are separated into two sections. The original infrastructure set out in the Business Plan and projects, either convergence or Council specific. The Council has received capital funds to finance all projects along with £150,000 a year towards improvements to the main network. At the end of 2017-18 the only aspect of the original infrastructure project that is outstanding is the telecoms project and there is £41,000 left to fund the completion of this work. In addition, Strata has spent £474,000 enhancing the capacity and stability of the datacentre and added a new customer contact centre. This has been funded via the annual capital contributions.

3.4 Council Recharge Account

The Councils also request additional equipment for which they are subsequently invoiced. This account is brought to zero at the year end.

3.5 Statement of Accounts

The draft Statement of Accounts are shown at Appendix B. These Statutory Accounts show the true financial position of the Company and are affected by items not included in the management accounts such as the Pension Fund deficit and depreciation.

RECOMMENDATIONS

4.1 That the Joint Scrutiny Committee and Joint Executive Committee note the contents of the report.

Dave Hodgson Director (Finance Lead)	Contact details Tel: 01392 265292 E-mail: david.hodgson@exeter.gov.uk
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BUDGET MONITORING
31 MARCH 2019

STRATA SERVICE SOLUTIONS - REVENUE BUDGET			
REVENUE BUDGET	ACTUAL & COMMITMENTS	OUTTURN	VARIANCE
£	£	£	£
EMPLOYEES	2,609,940	2,740,347	130,407
PREMISES	0	0	0
SUPPLIES & SERVICES	3,425,370	3,202,242	(223,128)
TRANSPORT	30,250	36,903	6,653
SUPPORT SERVICES	60,000	60,000	0
TAX ON INTEREST	850	1,538	688
INCOME - REVENUE	(6,504,120)	(6,656,738)	(152,618)
INVESTMENT INTEREST	(4,250)	(8,093)	(3,843)
Net Income	(381,960)	(623,800)	(241,840)

CAPITAL PROJECTS			
CAPITAL BUDGET	ACTUAL & COMMITMENTS	OUTTURN	BUDGET REMAINING
£	£	£	£
DATA CENTRE / DR - INFRASTRUCTURE including: WAN	553,023	1,026,823	473,800
AD & EXCHANGE			
DATA CENTRE - HARDWARE	113,200	192,584	79,384
DATA CENTRE - SOFTWARE	860,000	975,950	115,950
SERVICE DESK	2,000	0	(2,000)
Telecoms (incl contact centre)	268,623	227,574	(41,049)
SECURITY	87,150	56,850	(30,300)
Capital Funds	(1,883,996)	(2,479,782)	(531,270)
	0	(0)	64,516
Voice Activated Directory	44,800	42,812	(1,988)
IDOX	170,687	228,626	57,939
Public-I TDC AV Equipment	124,750	104,424	(20,326)
BARTEC - TDC	77,175	77,175	0
Guildhall Wi-fi	17,000	15,005	(1,995)
E-Fin upgrade (ECC)	100,000	79,942	(20,058)
E-Fin upgrade (EDDC)	22,000	26,545	4,545
ECC - Firmstep	205,000	115,065	(89,935)
iTrent	186,000	129,612	(56,388)
EDDC Housing Management System	158,960	56,635	(102,326)
ECC Housing Management System	175,000	202,191	27,191
Revs & Bens - EDDC	10,913	6,023	(4,890)
ECC - Trade Waste System	69,850	70,445	595
TDC - Firmstep	114,363	193,072	78,709
EDDC - Member Chamber	43,448	43,448	0
EDDC - Tree Management System	14,657	14,657	0
TDC - vdi Servers (Adelante)	17,000	16,874	(126)
ECC - Smart Devices	130,000	91,299	(38,701)
LLPG	24,500	20,115	(4,385)
Revs & Bens - TDC	75,010	69,540	(5,470)
TDC - Oracle upgrade	12,000	12,000	0
TDC - ModernGov	10,000	16,823	6,823
EDDC - ModernGov	14,500	14,500	0
ECC Electoral Reg- Mobile Canv	14,500	14,500	0
Car Park Convergence	63,988	63,988	(0)
ECC switch replacement	31,911	31,911	(0)
TDC Mobile Working Project	18,205	18,205	(0)
TDC Reception Management	9,293	9,293	0
Capital Funds	(1,803,113)	(2,033,111)	(229,998)
Net Expenditure	152,397	(248,388)	(400,785)

COUNCIL RECHARGE	
ACTUAL TO DATE	£
£	£
EMPLOYEES	41,111
SUPPLIES & SERVICES	923,018
TRANSPORT	0
INCOME	(964,129)
	0

TO BE RECHARGED TO COUNCILS

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APPENDIX B

Strata Service Solutions Limited		
Profit and Loss Account		
Period from 1 April 2018 to 31 March 2019		
2017-18	£	2018-19
6,964,082.59		7,566,609.11
(3,149,373.37)		(3,264,670.65)
3,814,709.22		4,301,938.46
(4,777,371.13)		(5,315,598.09)
(962,661.91)		(1,013,659.63)
0.00		(4,324.05)
6,058.19		8,092.76
(189,000.00)		(171,000.00)
(1,145,603.72)		(1,180,890.92)
(1,212.00)		(1,537.62)
(1,146,815.72)		(1,182,428.54)
STATEMENT OF TOTAL RECOGNISED GAINS & LOSSES		
Period from 1 April 2018 to 31 March 2019		
£		£
(1,146,815.72)		(1,182,428.54)
835,000.00		398,000.00
(311,815.72)		(784,428.54)

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APPENDIX B

**STRATA BALANCE SHEET
as at 31 March 2019**

2017-18		2018-19
	£	
1,675,068.53		1,522,700.28
790,255.34		696,031.46
<u>2,465,323.87</u>		<u>2,218,731.74</u>
13,543.14		10,502.81
1,273,236.33		1,606,783.32
1,402,715.38		1,220,724.77
<u>2,689,494.85</u>		<u>2,838,010.90</u>
(1,672,764.40)		(1,845,443.45)
1,016,730.45		992,567.45
3,482,054.32		3,211,299.19
<u>(2,049,192.90)</u>		<u>(2,332,866.31)</u>
1,432,861.42		878,432.88
(6,752,000.00)		(6,982,000.00)
<u>(5,319,138.58)</u>		<u>(6,103,567.12)</u>
	£	
3.00		3.00
668,553.65		244,777.74
<u>(5,987,695.23)</u>		<u>(6,348,347.86)</u>
<u>(5,319,138.58)</u>		<u>(6,103,567.12)</u>

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