Anglia Revenues Partnership

Report of the Operational Improvement Board to the Joint Committee

30 January 2013

Purpose of Report

This report summarises the proposed changes to the ICT support provided to ARP.

Recommendations

It is recommended that:

(i)   the contents of this report be approved and that responsibility for the support of ICT for the Anglia Revenues Partnership be taken on by the West Suffolk ICT Team, noting that there is a very small saving in cost, but a demonstrable improvement in service through a more streamlined approach;

(ii)   three Breckland ICT staff responsible for delivering ICT to ARP are 'TUPE transferred' to the West Suffolk ICT team, in line with the liabilities set out in section 4 of the report;

(iii)   an ICT Support Service Level Agreement is developed on the basis of the principles set out in the report

(iv)   the legal agreement between the four ARP partners is amended accordingly to reflect the change in ICT provision.

Anglia Revenues Partnership

ICT Support Service

For Breckland, East Cambridgeshire, Forest Heath and St Edmundsbury, and Suffolk Coastal and Waveney centrally based infrastructure.

Contact: Chris Woodhouse

12 January 2013

Breckland House
St Nicholas Street
THETFORD
Norfolk

IP24 1BT

Telephone: 01842 756410

Version Control

Issue	Status	Author	Date
V5.1	Draft	Lon Jeal, Chris Woodhouse, Malcolm Wylie	18/11/11
V5.4	Draft	Latest amends form Chris and Malcolm. Updated dates, tidied up fonts.	25/11/11
V5.5	For PB	Costs added	01/12/11
V6	For JC	Chris Woodhouse, Jo Linton. Re-worked for West Suffolk ICT option	23/7/12
V7	Final Draft	Chris Woodhouse	12/10/12

Contents

1. Introduction

1.1. This document was commissioned by the ARP ICT Project Board to provide the basis for a recommendation to be taken to the ARP Operations Improvement Board regarding the future provision of ICT support to ARP.

1.2. The requirement is to provide the most appropriate support service for ARP management and users that fully meets the business needs of ARP and its customers and reflects the new centralised hosting platform at Thetford.

2. Background

2.2 At the end of Phase 1 of the ARP project, the hosting and support model was significantly changed from the historic model, with FHDC providing both application and infrastructure hosting and first line desktop support. This was always intended to be a temporary solution whilst Breckland brought its ICT in-house and the Thetford computer room was prepared ready to receive all ARP services.

2.3 Following the completion of Phases 2 & 3 of the project all the infrastructure is now located centrally at Breckland House and the infrastructure and application software is currently supported by a virtual team made up of resource and expertise from the partners. There is currently no clear mandate for this and governance and reporting lines are unclear.

2.4 Given the high level of importance of the Revenues and Benefits service to all partner organisations it is essential that a stable and high quality ICT support service is provided to the Anglia Revenues Partnership.

2.5 The Academy system was originally covered by an extended support contract with Capita which has now been cancelled.

3. Requirements

In meetings with both ARP management and the current support staff the following has been identified as the scope of services required:

3.1 Helpdesk

3.1.1 ARP has had a number of issues with the past support service and has provided guidance on where they would like improvements to be made. ARP requires a single Helpdesk provision with clear ownership of both requests for changes and for incident management.

3.2 Hosting Services

3.2.1 A dedicated environment at Breckland House providing all ARP services

3.3 Backup and Disaster Recovery (DR)

3.3.1 An effective backup that completes without affecting performance and offers fast recovery of services to file level.

3.3.2 An enhanced capability offering adequate dedicated desks/laptops for access the recovery platform.

3.4 Out of Hours assistance

3.4.1 A flexible support service with the ability to schedule intrusive work out of hours as described in the Support SLA. A budgetary cost for out of hours working is included in the cost section.

3.5 Application Support

3.5.1 Support for business critical applications, as listed in Section 4.3.

3.6 Technical Services

3.6.1 The ability to support the Network, Telephony, Servers, Virtualisation and Storage platform.

3.7   Cost
3.7.1   A clear and transparent cost model.

4   Proposed Service
Expanded support team with a strong in-house presence administered by West Suffolk ICT

a) Following a series of meetings between the partner ICT services and with ARP management the basis of an enhanced service administered by West Suffolk ICT has been formed and costed.

b) The proposed service:
- Utilises in-house expertise
- Offers a flexible and cost effective option to ARP
- Builds on the valued support team already in place
- Provides an on-site presence for user support and confidence
- Dedicated Helpdesk, Local Support and specialised expertise improves on the current disparate support model
- The team would have a permanent presence at Breckland House and provide cover as detailed in the service sections below.

c) The provision of an enhanced team makes best use of the expertise within partner ICT sections whilst offering resilience and reducing costs. The details below describe how the team will be made up, the Governance arrangements and the reporting framework that will be in place.

d) It is proposed that the current Breckland staff resource primarily involved in supporting ARP ICT be transferred to the West Suffolk ICT team. However, they will work for the vast majority of their time only on ARP ICT support, and will be based in Thetford.

e) The transfer of this work would be a transfer of an undertaking to which the Transfer of Undertakings Protection of Employment (TUPE) Regulations would apply. These give rights to transferring staff that protect their employment terms and conditions and making a dismissal on certain grounds related to the transfer unfair. Staff will be offered a broadly comparable pension and enquiries are in hand to secure this in the most effective manner.

f) As a part of the arrangements for the transfer it is proposed that a short agreement would confirm two main issues. Firstly that prior to the staff transfer to their new employer any accrued liability to the pension provider connected with the maintenance of their pension or pension rights would be the agreed liability of the former employer, who would indemnify the new employer against any liability in this respect.

g) Further, any redundancy costs related to the three posts transferring that may subsequently arise as a result of ARP ICT workload decreasing (for example as a result of the impact of Universal Credit) will be dealt with as an expense of the ARP Partnership Joint Committee in the same proportions as other expenses of the committee are accounted for and shared jointly by the partner authorities.

h) Both of these arrangements are the same as those already relating to ARP staff that are contained in the agreement constituting the partnership and the Joint Committee.

4.1   Provision of ICT Support Team
4.1.1   The team has been designed to offer flexible expertise across the full range of ICT support services offered to ARP. At a high level these services are:

- **Application Support** – ensure the core business applications are running effectively, working closely with the ARP to enhance the use of the existing applications in a business improvement capacity
- **Helpdesk Provision** – provide a Helpdesk service for all users
- **1st Line support** – provide desktop and infrastructure support for all services
- **2nd/3rd line expertise** – Specialist support for Telephony, Servers, Storage & Networks
- **Project Management** – PM support, scoping and undertaking feasibility work. This will not include major new initiatives and projects identified within this scoping role. These will require additional resource and ARP approval. EG: Introducing new partners, additional hardware, network projects
- **Technical Architect** – Design and standards services, future technologies
- **Administration** – Coordination, escalation and asset management including procurement services, reporting and approvals, Liaison with partner authorities IT resource in the case of planned works.
- **Management** – ICT senior management escalation and decision making
- **Infrastructure support** – supporting business as usual, backups, capacity management and system availability. New initiatives and infrastructure projects will require additional resource and ARP approval
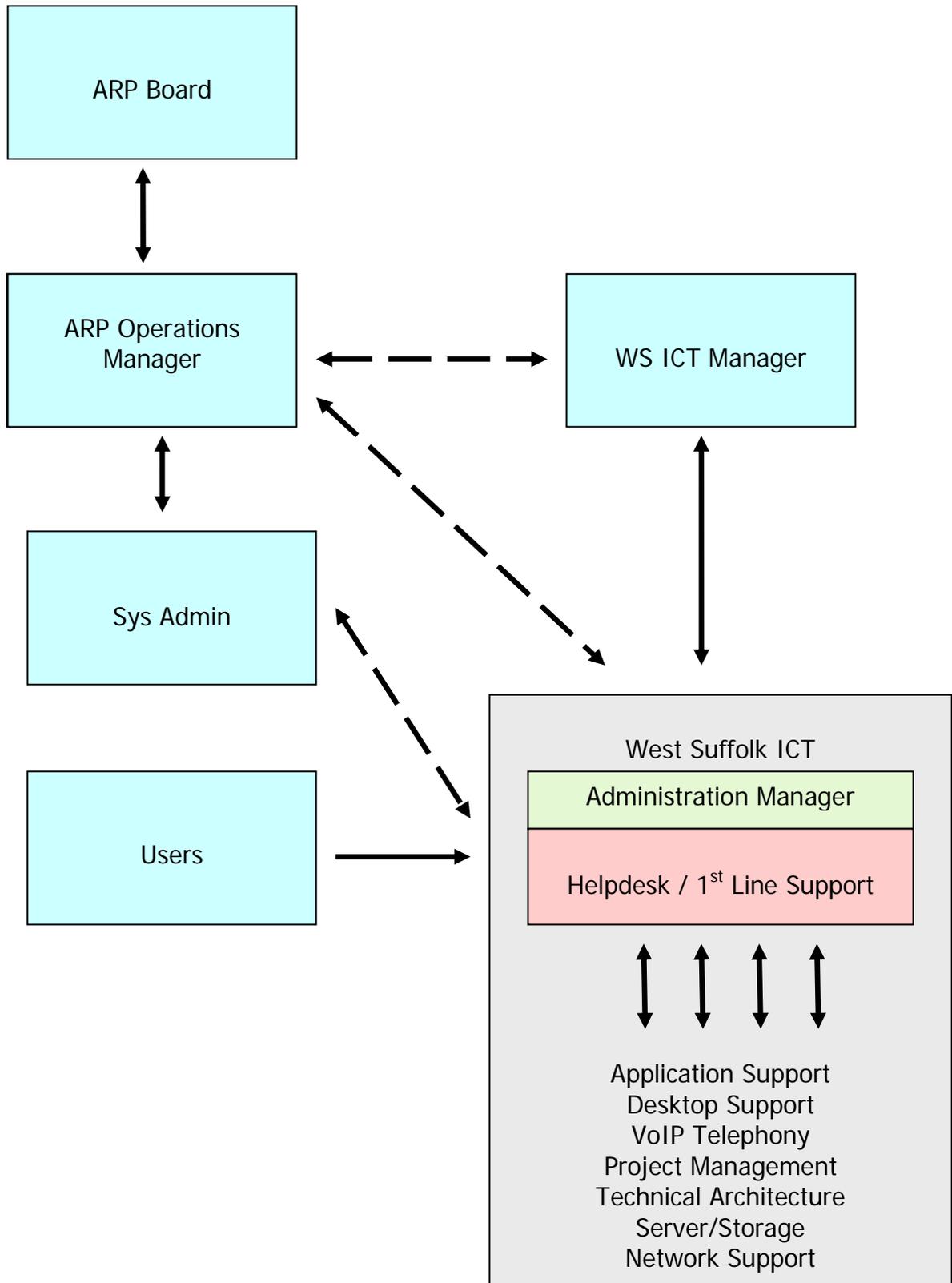
4.1.2 Support for the Suffolk Coastal and Waveney infrastructure based centrally in Breckland House is included in this provision but application support for these partners and infrastructure elements located remotely are not included.

4.1.3 The breakdown of the resource provision by skill sets is as follows:

Function	Resource FTE	No of Staff Covering
Application Support	2.00	3.00
Helpdesk/1st Line Support	1.50	5.00
Infrastructure 2nd/3rd Line Support	0.50	5.00
Technical Architecture	0.25	2.00
Administration/Project Mgt	1.00	1.50
Management	0.10	2.00
Totals	**5.35**	**18.50**

ARP Governance Model

ARP Board

ARP Operations Manager		WS ICT Manager

Sys Admin

Users

West Suffolk ICT

Administration Manager
Helpdesk / 1st Line Support

Application Support
Desktop Support
VoIP Telephony
Project Management
Technical Architecture
Server/Storage
Network Support

4.3   Scope of Services

4.3.1   All requirements in section 3 will be met by this proposal. This section will detail those services which are in scope and out of scope within these arrangements.

In Scope

Core Application Support
Operating System Installation and Support.
Release and patch management
Interfaces
Housekeeping – Database copies & checkpoints
Capacity Management
Enhancing use of core products
Capita Council Tax
Capita NDR
Capita Benefits
Capita Overpayments
Capita Payments
Capita Self Service
Capita ABC
Capita Mobile
Civica W2 URB

Additional applications
Microsoft office suite
CIS
Java
Filezilla
Bacs
Putty
Telnet
Hummingbird
RB Performance PMQA
Winzip 7
Adobe Reader
Adobe Flash
Quick Calc
Crystal reports
PDF creator
Network recording player
LOCta
PGP Desktop
DD Admin
Gemplus
Victoria Forms
GCSX
Where 1st line support does not resolve the issues the team will perform a liaison role with 3rd parties.

Telephony Support

Server Hardware

Supporting network

Handsets

Programming and voice recording

Mitel applications

Liaison with 3rd party

Server Hosting

Maintain serviced computer room

Server and storage management

Disaster Recovery/Business Continuity

Backup device hardware support

Integrity of data

Recovery following loss of site

Remote Access

User support

Server connectivity

Citrix configuration – Presentation of applications

Connections to remote sites

Links to external applications

Administration Functions

Helpdesk administration

Procurement activities

Asset management

Reporting/Governance compliance

Liaison role with partner ICT teams

Out of Scope

ARP System Administration functions
       User access, setup accounts, reset passwords – Academy and Comino
       Daily scheduler - create and timetable jobs
       Daily check on scheduler task success and failure
       Scheduling upgrade and release dates with Capita
       Freedom of Information requests
       Print/document templates creation and maintenance.
       1st line user enquires Academy/Civica   system usage, training type requests.
       Website content
Costs associated with Hardware/Software replacement on a like for like basis eg:
       New projects and associated costs
Application support for Waveney and Suffolk Coastal systems

4.4   Helpdesk Service & Service Level Agreements

4.4.1   The Helpdesk will be managed and supported by the resource within the West Suffolk ICT team. Workload will be allocated to the team members by the Helpdesk Supervisor. Resource issues and escalation routes will be as described in the Governance model diagram in section 5.2

4.4.2   Support Service SLA will describe the hours of cover, targets and services covered in more detail.

4.5   Disaster Recovery

4.5.1   Existing Disaster recovery is based on applications and data being backed up to disc/tape which would be restored at a partner location in the event of a major incident occurring. This gives a reasonable level of cover but requirements outlined in 3.3 seek to enhance this provision seeking "fast recovery of services to file level" and the ability to relocate ARP staff to an alternative location for access the recovery platform.

4.5.2   To meet this requirement it is proposed that a site to site replication solution be implemented. This would involve installing servers and storage at Mildenhall and using specialist software to replicate data and applications across to the remote site. In the event of an incident in Breckland House systems could be quickly brought up in Mildenhall and staff relocated, if necessary, to College Heath Road and/or West Suffolk House.

ARP Disaster Recovery Model
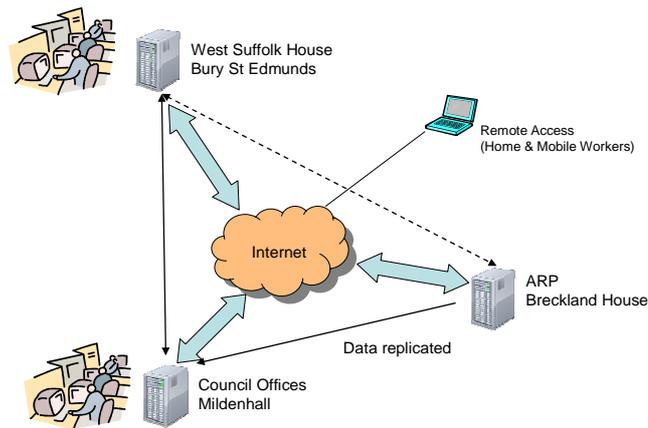
4.6   Technical Considerations

4.6.1   The current server infrastructure in Breckland House was set up as a dual purpose facility to serve both ARP and Breckland DC, for their disaster recovery provision. With the move of Breckland ICT service to Norfolk County Council and the passing of ARP ICT support to West Suffolk this will need to be unbundled.

4.6.2   Following discussions between Breckland and West Suffolk ICT staff the following proposal to separate the two services has been agreed.

1.   Four new Dell R720 servers are bought with 5TB fast internal disk running Hyper-V.
2.   Four Current Dell R710 servers (two spare and two from Thetford SAN) moved to Mildenhall/Bury for ARP DR with extra internal disk purchased.
3.   Remaining four Dell R710s left in Thetford SAN for Breckland DR.
4.   Existing SAN in Thetford be taken over by Breckland for their DR storage.
5.   ARP VMs, systems and data, migrated from SAN to new Hyper-V servers.

4.6.3   This will give ARP a completely separate self contained ICT facility in Breckland House and provide a separate DR facility for Breckland. The new servers, with Raid disc arrays and dual power supplies, will provide a high level of resilience. Coupled with the proposed replication facility in the DR proposal

5.   Annual Costs

5.1   The tables below covers the annual costs associated with the provision of this service by the West Suffolk ICT Team. West Suffolk staff costs and on-costs have been provided by SEBC and FHDC and Breckland staff costs have been provided by BDC. Costs will be recharged on a quarterly basis and form part of the overall costs apportioned to ARP Partners.

	£
Current ARP ICT budget provision	**285,000**
Support Team	219,272
Out of hours - system support	15,000
Disaster Recovery provision	9,250
Office rents and rates at Breckland House	15,000
VM licences	15,000
Travel and training	5,000
Network and citrix support	6,000
Total proposed	**284,522**
Annual savings	478