*Text in italics is provided for guidance - please delete when proposal is complete*

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| **NAME** | *Decommission Obsolete Infrastructure.* |
| **Sponsor** | Stefan Kaempf |
| **Portfolio** | ISG |
| **Programme** | Infrastructure |
| **Programme Owner** | David Smyth |
| **IS Programme Manager** | Maurice Franceschi |
| **Authors (Business)** | n/a |
| **Authors (IS)** | Stefan Kaempf, Heather Larnach, Iain Fiddes |
| **Date** | 13-DEC-2013 |

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| **Section One – PROPOSAL OVERVIEW** |
| *State the scope and objectives of the proposal focussing on the business requirements to be addressed. The summary should as a minimum address the questions:*   * *Why do this work at all?* * *What is in scope and what is not?* * *How will success be measured?* * *What benefits will the proposal deliver and how/when will these be realised?*   *If the proposal is expected to require a number of distinct projects to be undertaken then it will be helpful if these individual projects are also stated here. (For example a new business solution to be purchased from an external supplier may require Business Case, Procurement and Implementation projects to fully deliver.)*  Maintaining obsolete and aging infrastructure is inherently costly and inefficient.  It is important that we prioritise support and development in the new and emerging technologies and minimise the effort spent maintaining legacy technologies.  This project aims to identify legacy technology, ensure that the decommissioning of these technologies is either incorporated into existing or future projects, or if necessary planned and executed through this project. The bulk of decommissioning is expected to be handled by business areas and associated projects.  The project will analyse the “state of the land” and report in the status of legacy technologies and make recommendation on how these technologies should be decommissioned.  The project will identify deadlines and communicate these to the respective stakeholders  The project will identify any technologies that are not possible to decommission through business area projects and activate their removal from service.  This project will not introduce new technologies into the infrastructure.  The project will use an agreed decommissioning budget and work within this and report any technologies that have not been decommissioned within this budget.  The project will propose estimates for any remaining decommissioning that might be required for future projects. The project will establish a process to keep the inventory of infrastructure up to date.  The project will target completion of the analysis of existing servers by October 2014 in order to feed into annual planning for 2015-2018, and have a budget to allow for the decommissioning of servers within 2014-15 that may not already be part of annual planning for that year.  The project will identify both hardware and software that is near or beyond end-of-life / support.  Success will be measured by confirmation that the report and its recommendations are fit to proceed.  The decommissioning plan will be accepted  The project will work within a pre defined budget and execute the decommissioning plan for services and technologies that are not being decommissioned in business area projects.  The project will report on any remaining services that require decommission and how this should be achieved. Typically these would be services that have constraints that prevent removal or migration under this project.  Benefits  The project will deliver a simplified infrastructure where more costly legacy services and technologies are diminished and rationalise. Legacy services, for example solaris, are complex to manage and support and by comparison to more contemporary equivalent technologies offer poorer, more expensive, more time consuming management and user experience.  Reducing the number of ways that the technical infrastructure needs to be managed and for example patched improves efficiency and predictability. This inherently achieves a better quality of service and delivers a more reliable business infrastructure.  The benefits are measured and delivered when the legacy services are entirely removed from service. This allows the development and support staff to have a more singular focus on the current technologies and the demands that they make.  One specific benefit will be that when solaris is finally decommissioned all of the current security concerns for this technology will be removed from the infrastructure. This is equally relevant for legacy windows services etc. |

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| **Section Two – DETAILS** | | |
| *Define boundaries for the work and clearly specify exclusions to clarify any elements that are not included in the scope. (A shared understanding of the scope is essential to enable realistic cost and benefit estimates to be prepared and allow informed decisions on the proposal to be made by the sponsor, IS Apps team and Senior Administrators Group.)* | | |
| **2.1 Business Objectives**  *Clearly state the business objectives to be met by this work. Each business objective should be written so that it can be evaluated at the conclusion of the work. A well-formed objective will be* ***S****pecific,* ***M****easurable,* ***A****ttainable/****A****chievable,* ***R****ealistic and* ***T****imebound (SMART).* | | |
| **No.** | **Description** | **How Measured?** |
| 1 | Publish report stating objectives | Report signed off |
| 2 | Publish decommissioning plan | Plan signed off |
| 3 | Communicate business impact | All stakeholders informed |
| 4 | Execute plan | Assess the resultant effects with respect to the stated plan |
| 5 | Produce report on any outstanding items | Signed off |
| 6 | Establish process to keep inventory up to date | Signed off |

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| * 1. **Deliverables**   *These are distinct elements of the solution that need to be delivered to meet the business objectives. Consider how each deliverable can be tested or otherwise shown to meet the business objectives. Typical deliverables may include:*   * *Business case for change* * *Specification and implementation of new or changed business policies, processes or organisational structures* * *Development and implementation of new IT solutions* * *Procurement and implementation of an IT solution from a third party supplier* * *Training and other resources for end users and support staff* * *Contracts for on-going delivery of IT or business services from a third party supplier* * *Communications and marketing resources e.g. web sites, printed materials*     *State any scope limitations against individual deliverables where these apply, e.g. parts of the solution will only be available to certain stakeholders or functionality provided will be limited to a particular aspect of the business.* | | |
| **No.** | **Deliverable** | **Scope Limitations** |
| 1 | Reduced complexity, improved efficiency and reduced security risks associated with legacy technologies | Those limited or constrained by conflict, budget, technical or other |
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| * 1. **Timescales – Milestones and Multi Year Proposals**   ***Milestones*** *– Milestones are used as checkpoints to review how the work is progressing. The most important milestones should be identified. As a minimum record the desired start date and delivery dates for each project to be undertaken as part of the proposal.*  ***Hard Milestones*** *- If a project milestone has a time dependency, e.g. it must be completed by a particular date to meet a business need, e.g. start of term, financial year end or legislative deadline, this should be stated. (Note that If no milestones are specified IS Apps will schedule work within the year based on internal priorities and resource availability)*  ***Multi-Year*** *- For a number of years IS Applications Division has run an annual process to determine the central IT systems developments needed for the future years. Although this process has included projects which span multiple years it has largely focused on requirements for the upcoming year.*  *From 2014/15 we are implementing a number of changes to align our planning process with the University’s updated 3 year planning cycle. The process is intended to be rolling so that when we reach the end of year 1, we will take stock and plan for the subsequent 3 years but will have what was years 2 and 3 as our starting point.*  *For multi- year projects provide a high level breakdown of the work by financial year.* | | |
| **Milestone Date** | **Description (including reason if Milestone Date is hard)** | **Hard (Y/N)** |
| 9/14 | Start Date |  |
| 10/14 | Report and plan |  |
| 11/14 | Execute plan |  |
| 04/15 | Project completed and final report submitted |  |
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| **Financial**  **Year** | **Breakdown of Work By Financial Year** | |
| 2014/15 | 60% | |
| 2015/16 | 40% | |
| 2016/17 |  | |
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| * 1. **Stakeholders**   *Stakeholders are people or organisational units who have an interest in the proposal. Stakeholders will include the sponsoring organisation, end users, suppliers, service providers etc. Any groups that will be impacted should be identified including those groups that will be consulted and/or will have a role to play in delivering the projects or subsequent services. It is preferable, wherever possible that stakeholders are informed of the proposed work before the proposal is submitted to ensure that any concerns are understood and can be reflected in the proposal.* |

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| **Stakeholder Name and Role** | **Concerns / Required Actions** | **Informed Y/N** |
| ISAPPS | Changes to development standards, changes to supported infrastructure, new processes and procedures |  |
| ITI | Staff impact for decommissioning |  |
| All business areas | For future impact and project planning |  |
| Schools | Potential impact for services where schools currently consume from legacy infrastructure (e.g. Eugex) |  |
| USD | Customer and user impact. |  |
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| * 1. **Risks**   *Risk is the uncertainty that comes from making any change. A risk may or may not happen but if it occurs it will have a material impact on the success of the proposal. Risks typically cannot be eliminated but can be managed – this requires an assessment of the impact and probability of the risk together will contingency planning. Identify the most important risks for this proposal and any management actions required to reduce the negative impact or the probability of the risk occurring. Impact - Low/ Medium/ High assessment to be agreed between Sponsor and IS Apps.*  *Probability Low = < 10%, Medium = 10%-50% and High = > 50%  Management Approach is either:*   * *Monitor/Retain - accept the risk but continue to monitor* * *Reduce – take action to reduce the impact or probability* * *Remove - eliminate the risk entirely* * *Share - share the risk with a third party* * *Transfer - move the risk to a third party*   *For the selected management approach identify any actions that will be taken to manage the risk.* | | | |
| **No.** | **Description** | **Impact / Probability** | **Management Approach and Actions** |
| 1 | Technical constraints | High/ medium-low | Monitor/retain |
| 2 | Resource impact | High/medium | Monitor/retain |
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| * 1. **Other Relevant Information**   *Provide other relevant information. This may include:*   * *Additional information to clarify or supplement details provided in earlier sections* * *Identification of business or financial constraints on the solution* * *Identification of technical constraints on the solution e.g. platform requirements, performance/scalability, must use supported technologies etc.* * *Accessibility and usability requirements* * *References which illustrate or clarify the capabilities to be delivered e.g. web resources, locations using a similar service, potential external products and suppliers etc.* |
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| **Section Three – CATEGORY and STRATEGIC ALIGNMENT** | |
| * 1. **Project Category**   ***Compliance (C)*** *- must be done for regulatory compliance or technology obsolescence*  ***Discretionary (D)*** *-**delivers**major benefits, important service improvements etc.* | |
| **Project Category** | **D – but may become compliance as systems reach unsupportable status.** |

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| * 1. **Funding**   *Indicate the funding source. Options are:*   * ***Core Grant Funded (CF) –*** *projects whose internal (UoE) costs are to be funded from the IS Apps core grant. Please note that any external costs, e.g. for hardware, software and consultancy, need to be met by the sponsoring unit (unless otherwise agreed with the Director of IS Apps) – these additional costs must be specified in Section 4.3 below.* * ***Sponsor Funded (SF)*** *– proposals whose full costs are to be met by the sponsoring unit. For these projects the project sponsor must also confirm that the services will be sustainable after the work is complete.* * ***Ring Fenced Funding (RF) –*** *projects whose internal (UoE) costs are to be funded from the IS Apps core grant with IS staff costs taken from a ring fenced resource allocation e.g. funds set aside for Colleges. Please note that any external costs, e.g for hardware, software and consultancy, need to be met by the sponsoring unit (unless otherwise agreed with the Director of IS Apps) – these additional costs must be specified in Section 4.3 below. The ring fenced allocation from which funding is to be drawn must also be stated.*   *For all projects, regardless of funding source, it is essential that UoE resource providers are made aware of any potential demands on their resources as part of the proposal development process and their agreement in principle is confirmed before the proposal is submitted.* | |
| **Funding Source** | **SF/CF/RF** - *Indicate funding source and identify ring fenced allocation if RF* |

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| **Section Four – PROJECT BENEFITS, COSTS AND PROCUREMENT REQUIREMENTS** |
| **4.1 Benefits (over 5 years)**  *Provide the estimated benefits and costs over a 5-year period on the basis of the information currently available. Benefits may be tangible (i.e. quantifiable in financial terms) or intangible (i.e. benefit is a perceived benefit that cannot be easily quantified e.g. enhanced student experience or reputational impacts of a solution). Tangible and intangible benefits of the proposed solution should be stated. For tangible benefits – describe the benefit and the method/assumptions used to calculate the value. For intangible benefits – describe the benefit and any associated assumptions. For each benefit provide details and timing of actions to ensure benefits are realised.* |

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| **Tangible Benefits** | | | |
| **Description** | **Value (£)** | **Calculation Method and Assumptions** | **Benefits Realisation – Required Actions and Timing** |
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| **Intangible Benefits** | | |
| **Description** | **Assumptions** | **Benefits Realisation – Required Actions and Timing** |
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| **4.2 Benefit and Cost Summary (over 5 years)**  *This summary and should be taken from the Detailed Benefits and Costs Worksheet completed to accompany this proposal.* |

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| **5 Year Summary** | **ISG** | **CSG** | **SASG** | **Colleges inc Students** | **External Costs** | **Total** |
| **Benefits** | £ | £ | £ | £ | £ | £ |
| **Costs** | £99,550 | £ | £ | £ | £ | £99,950 |

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| **IS Apps Days** | 362 |
| **Benefit/Cost Ratio** | 0.0 |
| Note: costs and benefits are estimated based on an assessment of the information available at the time this proposal is prepared. The actual costs and benefits of the resulting projects may vary from these estimates. | |

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| * 1. **Funding/Resource Requirements**   The proposal may be dependent on additional funding or resources which have to be secured independently of the annual planning process. Where this is applicable provide details of any additional funding/resources required and confirm whether or not these have been secured. |

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| **Requirement** | **Value (£)** | **Funding Arrangements and Provider(s)** | **Secured (Y/N)** |
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| * 1. **Procurement Requirements**   *Where there are no external costs this should be stated as “Not Applicable”. Where procurement activity is required Procurement Office should be informed as early as possible so that they can assist with cost estimation and identify any assistance that may be required for procurement activities.* |

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| **Total Cost of Goods & Services**  **(over 4 yrs)** | **Description of Goods and Services to be procured**  *(All procurement activity must be in accordance with the rules laid out Scottish Procurement Policy Handbook.* [*Guidance on Procurement*](http://www.ed.ac.uk/schools-departments/procurement/policies-procedures/spph)*)*  [*Procurement Planning Guidance 2014/15*](http://www.ed.ac.uk/schools-departments/procurement/policies-procedures/planning-2014-15) | **Procurement Office Informed?  Yes/No** |
| **< £50 k** |  |  |
| **> £50 k** |  |  |