MVM002 : MVM LTS service transition to IS - Project Brief

Project Brief

1. Overview

1.1 Background

With the transition of IT personnel from MVM to IS, existing services provided by the LTS IT team need to be reviewed to ensure required services are maintained and there are the necessary resources in place.

This project is to move the services currently provided by MVM LTS ITS Services, hosted on servers in George Square and Little France, onto IS IT Infrastructure, and to establish support for the eLearning team to be taken on by appropriate teams within IS.

The customer-facing parts of the MVM LTS Service Portfolio is made up of over 20 servers, hosting over 200 applications or significant (and sometimes complex) functional components, and over 150 databases underpinning many of these.

The user communities include the LTS eLearning development team, all their business customers and thousands of end users.

Their business customers are not exclusively UoE; some are national higher education, some are with partner institutions (e.g. Royal College of Surgeons, Lothian Health Board, … and there are business owners in several various diverse organisations nationally and abroad).

1.2 Scope

1 Assure Business Continuity

Ensure that in the transition of over 200 services, many of which are complex and business critical, there is as much as possible, continuity of service.

Customer-care to manage end-user BC is expected to be co-ordinated by staff in LTS eLearning (with additional support from the new Central Support team).

Down-time episodes are anticipated whenever services are migrated. IS and LTS will need to co-ordinate these to optimise service availability.

2 Establish support for service development processes

An aim of this project is to establish and develop the business relationship between LTS eLearning and IS. LTS eLearning will require agility from IS

For this appropriate communication channels and processes for support, delivery and future expansion, need to be agreed.

The final support model cannot be expected to be defined at the outset.
The support model shall develop as the project progresses but is expected to become more clearly defined while the project is underway

3 Identify team responsibilities

Agree, clarify and publish responsibilities for each layer of the service.
Clarity of these responsibilities needs to be agreed and assigned to teams internal to IS and to eLearning services.

4 Migrate Services to IS

During the transition to IS managed servers, LTS IT Services staff will lead the operational details required for successful relocation of services.

IS staff collaborating with LTS ITS colleagues to ensure migrated components are configured and integrate to provide coherent services.

Clarify, agreee and publish processes and responsibilities.

Complete the transition while ensuring LTS eLearning team fulfil all their continuing development and end-user support responsibilities.

1.3 Objectives

1) Setting up a governance mechanism to enable MVM and IS to review current and future service support and development

2) adapt the current support model provided by LTS IT Services, to fit service the support model provided by IS to ensure the eLearning team have access to the types of 1st/2nd/3rd line support they need

3) transition the existing responsibilities for management (platform upgrades, configuration, capacity, change and availability management) to appropriate teams in IS

4) transition the responsibility for software platform technology upgrades and security patching to IS

5) transition the responsibility for hardware lifecycle (through Virtualisation and scaleable storage hardware technology) to IS

6) ensure dedicated authentication and security setup is not compromised as part of transition

7) ensure services have adequate environments in place for successful delivery of service.

1.4 Deliverables

1) agree and publish the governance mechanism - the project will develop a governance mechanism as the project progresses.
Part way through this project the requirements of the complete governance mechanism shall become clear and will be finalised.

2) categorise current services into three service types:
- simple hosting
- dedicated hosting
- complex application

3) establish service delivery model for each service type - as the project progresses, the service delivery model shall develop.
The service delivery model shall not be wholly defined at the outset, it will grow as its requirements become clear over the course of the project.

4) establish what infrastructure can be retained, and to what extent the LTS Servers and server rooms shall continue to be used in the short/medium and long terms.

5) establish end of life position of existing infrastructure to help inform decision-making about priorities

6) review authentication and security setup and define security model for service

7) review environment requirements by service type

8) establish service delivery and migration plan for each service type, including priority, dates and resources/costs

9) estimate the general build-infrastructure requirements and complete the build-structure requirements

10) migrate services and infrastructure

11) review existing service availability monitoring and and determine who shall take responsibilities for these in the migrated services

12) review existing change-control and operational procedures to determine suitability of these in the migrated context

13) review existing data backup processes and data management “archive” requirements to ensure continuity of these in the migrated context.

1.5 Timescale

The time-scale for this project is expected to be of the order of a year or two, but early phases of the project should be able to indicate priorities and time-scales more accurately. It may be found that the overall transition might be able to proceed more rapidly than one year.

1.6 Benefits

Moving MVM to a standardised model for service support and delivery and continuity of service.

1.7 Success Criteria

1) A governance mechanism for all hosted MVM services is in place, with the right business and customer representation.

2) The support model for MVM's eLearning service team (or the new Teaching, Learning and Web Services team) services is in place

3) A Service Model for MVM services is produced, agreed, published and communicated

4) All infrastructure and applications IS is responsible for are kept up to date and are hosted securely.

5) Changes to services are subject to IS change-control procedures.

6) DEV, TEST and LIVE environments are available to enable eLearning development processes to ensure suitable development life-cycle

7) MVM service delivery is maintained during and after moving supporting services to IS

8) Hardware identified as retainable was retained. Documentation and responsibility for server warranties was transferred.

Project Milestones

Target Date	Title	Stage	Complete
30-Jan-2014	MVM002 Start Date	Initiate	Yes
26-Feb-2014	End of Planning - Project Brief submitted	Plan	Yes
28-Mar-2014	Governance and Service Model agreed	Execute	No
17-Apr-2014	Services assessed and categorised based on service model	Execute	No
25-Apr-2014	Establish and sign off migration plan	Execute	No
24-Oct-2014	Migrate simple hosting	Deliver	No
13-Dec-2014	Migrate dedicated hosting	Deliver	No
13-Mar-2015	Migrate complex application support	Deliver	No
31-Mar-2015	Closure	Close	No

2. Impact

2.1 Priority and Funding

This is a priority 2 project.

Funding is set as 100 days and 50 days from the MVM Programme ring-fenced budget for years 13/14 and 14/15.

Note that the project does need to re-estimate the effort once we have clarified some points and set out further detail on the work.
So the first phase of the project will be to analyse what services are being run, catgegorise them, and plan and estimate the effort.
This first piece of work wil be capped at 30 days of IS Apps (including Service management) effort.

The funding then needs to be re-confirmed by MVM Programme Owner.

2.2 Impact and Dependencies

There is a probable dependency on the Update and Rationalise Windows Web Hosting proposal for 14/15.

If so, then the project. or certain parts of it, may have to wait until 2015 (or the Windows work brought forward).

Project Risks

Title	Impact	Probability	Status	Risk Owner
Understanding the Support Costs -	Critical	Low	Open	Stefan Kaempf
Dependency on Windows Infrastructure Upgrade	High	Medium	Open	Stefan Kaempf
Insufficent Funds for Project	Critical	Medium	Open	Paul Clark
Creation of new IS Division - impact on roles	Medium	Medium	Open	Maurice Franceschi
Creation of new IS Division - impact on resources	High	Low	Open	Maurice Franceschi

3. Organisation

3.1 Work/Task Breakdown

End of March 2014 - Agree a Governance and Service Model

Mid-April - Services Assessed and categorised based on the Service Model
Late April Re-estimation and Funding Confirmed
Late April Establish and sign off migration plan

Migrate simple hosting - end of October
Migrate dedicated hosting - end of December
Migrate complex applications - end of March 2015

Closure April 2015

3.2 Resources Skills and Cost

Analysis up to mid-April
Apps effort Estimated at 20-250 days in 13/1
Service Management effort to support the analysis - 5 days
Architecture - assist and support the analysis - 3-5 days
MVM LTS team " " - 6-10 days
USD " 2 - 3-5 days

Remainder of project
70 days in 13/14, 50 days in 14/15 for IS Applications (includign Service management).
Other areas of IS to be determined.

Estimations

No three point estimate is possible until we have review the existing applications and websites on the MVM i/f.

The project is capped at 150 days, and the first phase of the project itself is capped at 30 days, and will have as its outcome a new estimate of the budget needed to completed the project that needs confirmed by Project Sponsor and MVM Portfolio Owner.

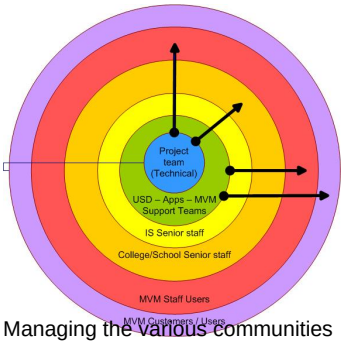
Risks around the budget have been raised.

Project Stakeholders

Name	Business Area	Role	Communication Plan
Martin Morrey	Service Management	Service Manager	
Adam Wadee	IS Applications	ISG Portfolio Manager	
Stefan Kaempf	IS Applications	Project Sponsor	
David Smyth	IS Applications	Production Management	
Paul Clark	MVM	Programme Owner	

Name	Business Area	Role	Communication Plan
Maurice Franceschi	IS Applications	MVM Portfolio Manager	
David Williamson	MVM	Team Member - LTS Applications Infrastructure Support	
Michael Begg	MVM	Team Member - LTS Applications Development Support	
Gary Scobie	Architecture	Team Member - Windows Architecture Manager	
Neil Bruce - Team Member	USD	Team Member - User Services Manager	
Ana Heyn	IS Applications	Applications Support	
Matt Hammond	MVM LTS	Team Member - lead technical developer	
Pascal Mayne	IS Applications	Team Member - Development Technology Analyst	
TBC	IS Applications	Team Member - Senior Developer	
Tony Weir	ITI	Unix Support	
Gary Blackie	MVM LTS	Team Member - LTS Representative and Analyst	
Hugh Brown	IS Applications	Team Member - Applications Management	
Alain Forrester	IS Applications	Team Member - Service Management	
Communication Plan - Draft	.	general approach	

4. Communications



Managing the various communities can be tricky, so the model shown offers an idea for...

Source URL (retrieved on *04-Mar*): https://www.projects.ed.ac.uk/project_content/export/28123/0