

Appendix B – High level draft proposed ICT Activities

Background

This Business Case provides a High Level roadmap of proposed ICT activities, which will be explored in more detail during the pre-implementation phase.

With both options, it is proposed that only ICT developments to support joint working (ie connectivity) and the transfer of Schools and Pensioners payroll are undertaken as part of this programme of change. As such, in either option both councils will therefore retain SAP/HR and independent ESS/MSS portals, retaining important customer experience during the early transitional phases.

Details of the proposed ICT activity to support this programme of change are outlined below. Further work is required with both ICT teams, together with Harrow's provider Sopra Steria. Initial estimates of the work outlined work reflect the minimum investment on ICT to support this programme of change is approximately £471k. This includes connectivity activity that will support other shared activities between the two councils.

As the councils are now working together across multiple functions (Legal, Organisation Development and People and potentially now HR) there may be benefit from a wider analysis of the ICT infrastructure and joint SAP estates. The implementation of this programme of change would align closely with any recommendations from an ICT project of that nature.

The Payroll proposals are such that in either model, Harrow would retain ownership of their data in a 'live state', which means an exit strategy will be easier to construct and execute if necessary.

Introduction

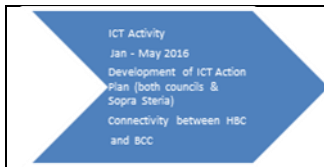
ICT specialists from both organisations have met to understand both SAP environments and the technical implications of the proposals at a high level. **Further detailed work is required by both ICT teams and Sopra Steria throughout each phase, but specifically early in pre-implementation to support connectivity requirements in Phase 1.**

These proposed draft ICT activities look to enable Phase 1 and Phase 2 of this transformation programme. As stated above, both councils may wish to consider their longer term SAP strategy and align developments where that is possible, appropriate and business benefits exist to do.

The details of the proposed ICT activity to support joint working and the transfer of schools and pensioners to BCC are examined below, while the high-level time line is as follows.

Draft high level timeline for proposed ICT activity:





ICT Activity: Development of ICT Action Plan and proposed connectivity activities between LBH and BCC January 2016 – May 2016

Proposed Scope, Proposed Key Criteria and Current Assumptions

This first phase is essential to understand the depth of the ICT Action Plan to enable this programme of change. It is anticipated that January – February will seek workshops between both councils ICT experts and Sopra Steria (LLBH ICT provider) to map out the detail Action Plan.

As phase 1 involves no change to each authority's systems/technology landscape, the only technical elements to be scoped and costed relate to how the two authorities could be able to see and access each other's systems to facilitate the sharing of team resources.

Given that there are currently multiple touchpoints between BCC and LBH exploring opportunities for collaboration and sharing of resources/services (e.g. OD, Legal, HR etc.), it would seem prudent to look at a more strategic connectivity and system access solution rather than define a point solution to address the specific needs of this business case. This means that any cost/benefit analysis related to the below details should be appropriately weighted to include the wider benefit to both organisations of the proposed solution.

Primary criteria to be considered in any design are: -

- The design should be symmetrical to maintain balance and technical autonomy
- The solution should not compromise CoCo/PSN compliance, or data/systems security in any way
- The solution should provide comprehensive access to all systems (subject to permissions) i.e. remove the need for further/separate point solutions
- The solution should utilise existing technologies, systems and processes wherever possible
- The solution should be simple to administer on an ongoing basis
- The solution should be easy for business users to understand and use and should minimise the need for additional authentication
- The solution should remove the need for duplication of assets wherever possible e.g. two remote access tokens etc.
- The solution should provide parallel and simultaneous access to systems i.e. an employee should be able to access and update systems at both authorities at the same time
- The solution must be acceptable to, and supportable by, both authorities
- The solution should maintain local control of access to systems to the desired level of granularity
- The design should be as easy to implement as possible to meet cost and time constraints whilst meeting all the above criteria

Assumptions made: -

- At this stage, BCC and LBH accounts and identities will be separate and discrete
- Technical delivery and administration costs related to the implementation of the solution will be largely symmetrical across authorities (allowing for small variations in local costs)
- For the initial phase it is not anticipated that there will be a need to move data between authorities and the proposed design precludes that (though the ability to allow a shared clipboard could be implemented if desired for the transfer of small amounts of data e.g. to cut and paste between LBH and BCC documents for example)

Proposed Solution - Systems Access

After review with relevant technical teams, the preferred approach to facilitate systems access across authorities is to utilise mirrored Windows Terminal Server (WTS) installations. This would provide the ability for staff from authority 1 to login to a WTS instance at authority 2 using an account, access rights

and permissions determined and managed by authority 2. The WTS session would then provide an employee from authority 1 with a complete authority 2 windows desktop, running within a window, alongside their standard authority 1 desktop (see below diagram).

1) HBC user logs onto their own HBC laptop using their HBC account and password and sees their usual HBC desktop and HBC Apps. On this desktop is an Icon for "BCC WTS".



2) On their HBC desktop, the HBC user clicks on the "BCC WTS" Icon which launches a login screen where they enter their BCC account name and password. This then initiates a connection with the BCC WTS instance over in Bucks.



3) The HBC User now sees two desktops; their normal HBC desktop and a BCC desktop within a window:

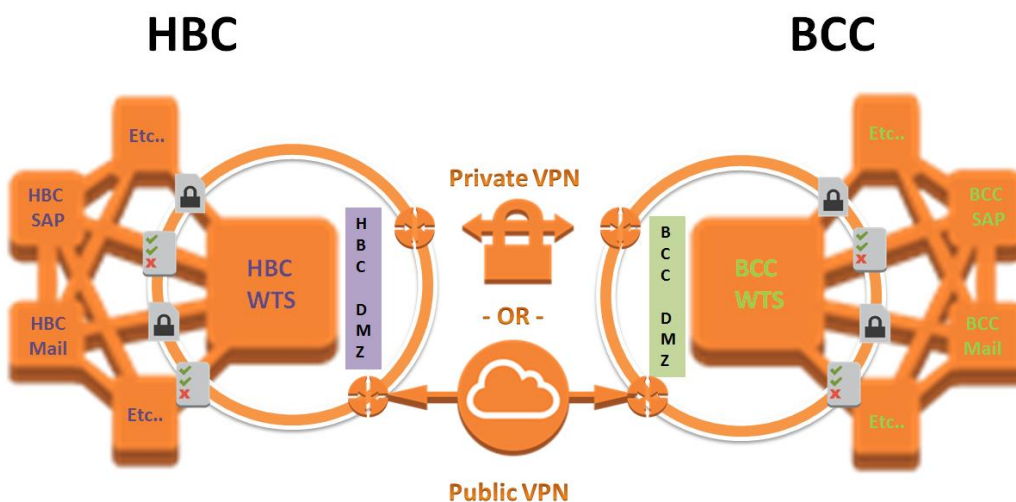


These WTS instances would sit within a secure and isolated network (known as a demilitarised zone or DMZ) that would ensure that each authority retains strict control over access within their own systems landscape.

Proposed Solution – Connectivity

To facilitate access to each other’s WTS instance it is proposed that a direct link is put in place between the authorities to remove the need for an additional login stage (e.g. via a remote access service). This would mean that a user on the Harrow network could see the BCC WTS directly and log into it via their separate BCC credentials. There is a final design decision to be made as to whether a Public or Private VPN link is preferable for this though for costs reasons a public VPN has been proposed as the initial connectivity solution.

Proposed Solution - Overview



Proposed Solution - Costings

Costs Listed Below Are Per Authority						
Item	Quantity	Description	Estimated cost	One-Off or Recurring	Annualised cost (for recurring)	Comments
Windows Terminal Server (WTS) Server Hosting and Hardware	1	Setup, licence and Hardware costs for a WTS instance	£350	Monthly	£ 4,200.00	
WTS External Connector Licence	1	Server level licence to provide WTS sessions to external users	£12,000.00	One-Off	£ -	
User Account Charges	100	Local Licence and FTE costs associated with the administration and management of a domain account	£20	Monthly	£ 24,000.00	This reflects the standard BCC user charge of £240 per year.
VPN/Network Setup - Public	1	Network, Security and VPN setup costs for a public VPN over the Internet	£ 6,850.00	One-Off	£ -	
	1	VPN Support	£ 1,300.00	Annual	£ 1,300.00	
Totals		One-Off =	£18,850.00	Recurring (Annual) =	£ 29,500.00	

Assumption:

- All support for the LBH HR and Payroll service will be delivered by SOPRA/STERIA/Edenhouse, including support for BCC staff operating the LBH system.
- An initial assumption has been made to include £20,000 for resource the connectivity activity.

	<p>Phase 2 ICT Activity: Proposed development of schools & pensioners payroll capability.</p>
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Proposed Development of Schools & Pensioners Payroll

This involves the development and testing of the system for 48 LBH schools and LBH pensioners Payrolls to BCC, and migration of HR data from LBH SAP system to BCC's SAP system so that it can be administered by BCC. BCC will 'go live' running the payroll for LBH schools and pensions on BCC systems with effect from 1st April 2017

There are a number of assumptions that will need qualifying as part of development:

- 1 The BCC SIMS<>SAP Interface development will be completed. The BCC SIMS<> SAP will require minor configuration and development changes to meet the needs of LBH schools. The LBH schools customer experience will at least be equal to, if not improved from that currently enjoyed.
- 2 Additional software licenses will be required for the AVCO system for data transfer with SIMS @ £2400 per annum
- 3 Configuration of the pension system is straightforward. All the T&C's are the same, the monthly pension payment, which is subject to tax (no NIC liability) there maybe court orders and other voluntary deduction. No pensions, no additional payment wage types other than pension arrears
- 4 Sufficient SAP Payroll engine licenses can be transferred from LBH to allow BCC to process LBH schools and pensioners on the BCC system. There will be a revenue cost to BCC when the payroll licenses are transferred estimated at £25,000, but this cost will be recovered in the service charge
- 5 No e-forms modifications made because of use of SAP<> SIMS Interface; although the existing paper forms will continue to be used e.g. expenses and claims forms
- 6 The data volumes are such that an automated data migration load process will be needed to avoid the need for a manual data load process and so it can be achieved in a short time frame. It is assumed that a suitable tool will need to be adapted for the purpose. LBH would be expected to provide BCC with all necessary data. This may be outside the current Sopra Steria contract and therefore involve additional cost to LBH.

Estimated potential one-time Costs during 2016/17

BCC ICT/SST teams will need to do the following: configure and test HR Payroll for pensions and LBH schools, Finance and Bottom-line configuration, SIMS<>SAP Interface enhancements, data migration, project management and AVCO set up. The estimate for this work is:

BCC: 230 man days at R8: £49,878

SOPRA/Steria Resource costs, estimated £25,000 to extract and make available the HR data for schools and pensioners.

Estimated annual Revenue Costs from 1st April 2017

There would be a requirement for additional SST Staff to provide ongoing technical and operational support:

1 FTE at R5: £34,614 to provide operational support to LBH schools and pension system users. To support the new SAP<>SIMS interface. There is the potential for this post to be transferred from LBH as their workload is reduced with the transfer of schools and pensioner payrolls.

Estimated impact on Software Licences

Having spoken to SAP, it is anticipated that Payroll licences will be transferrable. Leaving the only software licence to recover as part of this arrangement:

AVCO Cost £2400 per year