

ICT improvement plan

COSC update

April 2023

Living our values every day



Accountable



Integrity



Empower



Respect



Excellence



ICT improvement from 2021: planned outcomes

- A strong, stable and secure infrastructure
- Our staff have the tools they need to make it easier to do their jobs and be able to work anywhere they need to
- Improve communication and collaboration between staff and partners, enabling appropriate and secure access to data and services
- Support plans to provide the public and communities with access to services, where and when they need them
- Enable staff to protect themselves & council data against cyber threat
- Develop technical expertise internally and via partners to support delivery of the improvement plan and wider digital strategy



Year One – 2021/22. Complete...

- Exit outsourced provider
- Stabilise systems day to day
- Appoint internal ICT management team and implement new operating model – mixed of in-house front-line services and external partner
- Re-introduce basic security protocols including patching and update most urgent software and hardware
- Roll out Microsoft 365 including office, Teams meetings, chat and OneDrive
- Start the major programme to replace our entire network and server estate



Year Two – 2022/23. Nearly there...

Activity	% Complete	Target date	Revised date
Significantly improved security through Microsoft toolset	100%		
Achieve PSN accreditation	100%		
Completed network in Shire Hall and all county buildings including libraries	100%		
Servers at Shire Hall and Data Centre moved to new network and remove remaining legacy infrastructure	90%	May-22	May -23
M365 Teams collaboration and SharePoint	100%		
Initial training programme for digital smarties and all staff	100%		
Exchange Online migration, BYOD and upgrade mobile devices	60%	Oct-22	May-23
New VPN for improve connections from home and elsewhere outside GCC	60%	Oct-22	Jul -23
Most critical software and hardware up to date with established routine of upgrades - Microsoft, Liquidlogic and Education	100%		



Year Three – 2023/24. Still to come...

Connect - final phases of network project: remove legacy, improve Wi-Fi

Communication – unified telephony: all via Microsoft Teams

Collaboration – join up with partners

Kit – laptop refresh programme, M365, prep for Windows 11

Customer – better experience, improved help desk, skills development

Cloud – core systems and data hosted;

Cyber – improved proactive monitoring, enhanced disaster recovery

Develop our Digital Strategy: beyond stabilisation and the tools to do the job

To be retired: Blue layer, Webex, out of date laptops and operating systems, blackberry, on-premise shared drives, majority of servers, desk phones and landlines



Year three: Key dates

Activity	Target date
Corporate mobile phone and tablets updated with M365	May 2023
Wi-Fi in all buildings: Develop remediation plan	August 2023
Liquidlogic fully hosted as software as a service	July 2023
B2B in place for GFRS and health partners	July 2023
Laptop refresh programme established and issuing laptops	August 2023
Blue layer/current Citrix on premise estate retired	Dec 2023
Complete Wi-Fi remediation	March 2024
One Programme phase one – SAP finance, HR and payroll hosted	March 2024
Data migrated from shared drives to cloud	March 2024
Unified telephony with all calls via Microsoft teams	March 2024



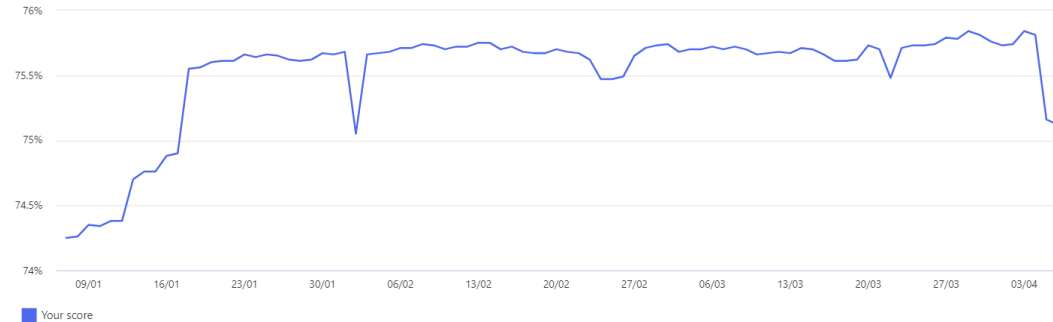
What is already better ...

Maintaining security posture and ongoing threat management:

Microsoft Secure Score

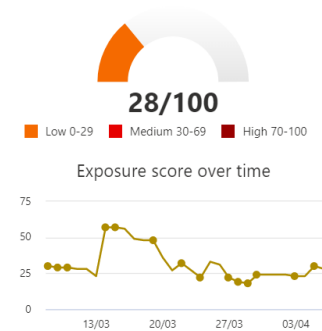
Overview Recommended actions History Metrics & trends

▲ 0.87%



Exposure score

This score reflects the current exposure associated with devices in your organization. The score is potentially impacted by active exceptions.



PSN accreditation achieved - September 2022

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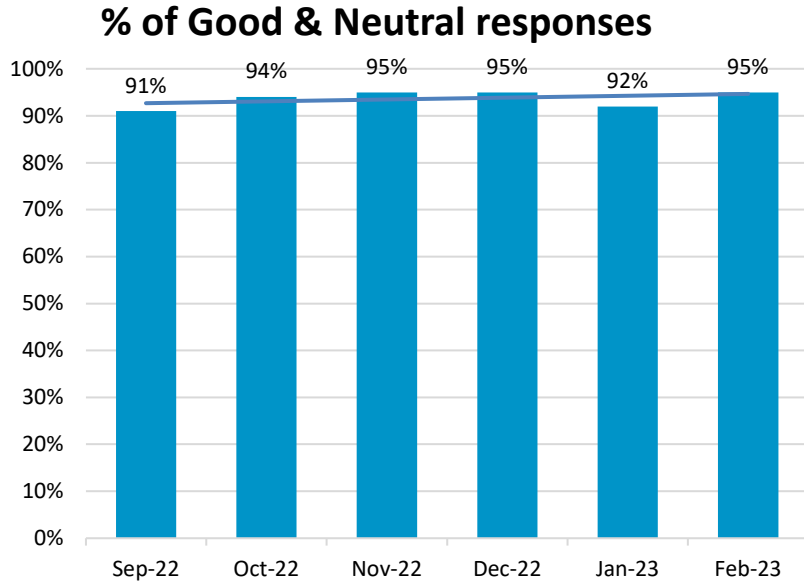
Respect



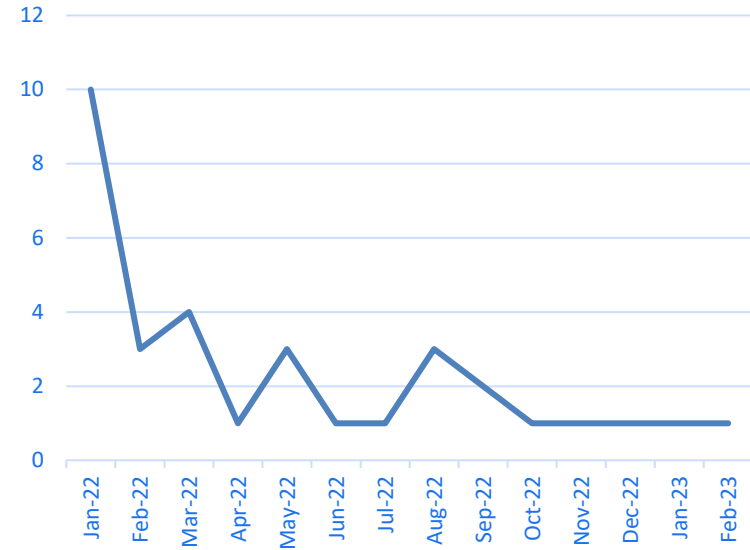
Excellence



Service Desk customer survey



Priority One incident numbers



Training and communication

- Regular and improving comms regarding basic practice to get the best out of ICT, regular restarts and upgrades, minimising use of citrix etc
- 200 Digital Smarties across the council active and answering questions
- Ongoing digital training regarding how to use the new M365 tool set
- Staff pulse survey regarding current ICT experience – planned for May 2023 (was October 2022), Children's user group in place, wider user group in development



Lessons Learnt from 2022/23

Issue	Impact	Improvement
Legacy systems are not well documented	Impact of change not understood, resulting in unintended delays	Improved testing processes, proactive risk management and ensuring new systems/designs are fully documented
High volume of complex projects with ambitious deadlines	If not understood can cause delays resulting in missed deadlines	More detailed scoping ahead of project start date. Better balance of ambition, prioritisation, directorate engagement and risk management
Reliance on multiple providers who don't always work well together	Can cause delays and need to re-prioritise	More upfront planning with all parties, shared visibility of priorities and planned dates. Seek upfront commitment to those plans and shared understanding of the impact of potential delays
Too infrequent and over-complicated communications	Poor customer experience for staff and other users of our ICT	Improved and well-planned programme of communications and engagement via multiple channels
Our staff and other users have different levels of digital skills	Poor experience for those with lower skills set, lower take up of new tools, impact on staff wellbeing	Adapt the approach to the roll out of technology to meet different needs, continue with training plans, proactively support staff to support themselves



What will be different by **Spring/Summer 2023**

- Rollout of Exchange online which reduces the need to connect to our servers – in progress, reviewing issues logs and slight delay
- New connection from home – quicker and more stable, the project will commence on completion of exchange online
- OneDrive and SharePoint removes the need to connect to on-premise servers and improves collaboration – technically complete, service take up in progress
- Staff can use own mobiles for Teams, emails and access to files via OneDrive and SharePoint – in progress, aligned with Exchange online
- Liquidlogic hosted for Adults and Children's Social Care with **Adults customer portals now live** – Upgrades complete, hosted technical environment developed by Liquidlogic, proof of concept and user testing



What will be different by **March of 2024**

	April	May	June	July	August	September	October	November	December	January	February	March
Exchange on line	Rollout											
BYOD & upgrade mobile devices	Rollout											
Self Service Password Reset (SSPR)		Rollout										
New Virtual Private Network (VPN)		Rollout										
Liquidlogic fully hosted as a service	Implementation											
B2B for GFRS and Health Partners			Rollout									
Laptop refresh programme					Rollout							
Blue layer/Citrix on premise estate retired	Upgrade/Move/Remove								Decommission			
One Programme Phase 1	Implementation											
Date migrated to SharePoint	Migration											
Unified Telephony using Teams	Scoping		Planning					Implementation				