[redacted]

From: FOI
Sent: 17 March 2022 08:42
To: [redacted]
Subject: FOI 014-22 - Response
Attachments: Organogram.pdf; Digital Data and Technology Strategy.pdf; IT Strategy - User Segmentation.pdf; Technology improvements and development.pdf

Dear [redacted],

Our Ref: FOI-014-22

Thank you for your email to the Electoral Commission dated 18 February 2022.

The Commission aims to respond to requests for information promptly and has done so within the statutory timeframe of twenty working days.

Your request is shown below followed by our response.

I wish to submit a request for some of the organisation's information around the internal plans and strategy documents around ICT.

The ICT documents I require are the most recent update (2021 onwards documents)

I wish to obtain the following documents:

1. ICT/IM&T/IS Strategy- The IT department strategy or plans, highlights their current and future objectives.

2. ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.

3. ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.

4. ICT Capital Programme/budget- A document that shows financials budget on current and future projects.

If some of these documents are not valid, please state when the 2021 onwards ICT documents are planned to be published.

Our response is as follows:

We hold the information you have requested.

Please see below the answers to your questions.

1. ICT/IM&T/IS Strategy- the IT department strategy or plans, highlights their current and future objectives.
The following documents are attached: Digital, Data and Technology Strategy 2019, IT User Segmentation – Attachment to the Digital, Data and Technology Strategy 2019, and Technology

improvements and development [internal paper] 2021.

2. ICT Org Chart- A visual document that presents the structure of the IT department, please include name and job titles. If this cannot be sent, please work towards a structure with job titles.
We have attached an organogram that shows the structure of the department, however the Commission does not release personal details of staff members below the level of Senior Leadership Group level, and are not required to do so in FOI requests. We are applying the absolute exemption s40(2) personal data of staff in roles that would not normally expect for their information to be released in to the public domain.

3. ICT Annual or Business Plan- Like the ICT strategy but is more annually focused.
The Commission does not have a separate ICT Business Plan at the time of your request. Information on our annual spend on IT is included in our Annual Report and Corporate Planning information that is released on The Electoral Commission website: Our spending | Electoral Commission.

The Annual Report for financial year 2021-22 will be published on our website after being laid in Parliament in autumn 2022.

4. ICT Capital Programme/budget- A document that shows financials budget on current and future projects.
The ICT spend and budget lines for current and future projects at this time are in negotiation and we are in a confidential planning and financial process at the time this request was received and is being processed. The Commission is applying the commercial interest exemption s43(2) as the release of this information before the completion of this process would prejudice the ability of the Commission to undertake and complete planning, negotiation and contract completion for vital works to secure our systems and reduce the risk to the Commission systems and data in a timely and cost effective way. These negotiations will have an impact on the figures requested and budget so releasing the figures would reduce the Commission's ability to work with Commercial partners in confidence. We do recognise that it is in the public interest that we release our ICT spend information, and the high level figures will be released in the Annual Report for 2021-22 for this current financial year when this is published in autumn 2022; however, it would harm the Commission and our suppliers to release commercially confidential information before the completion of the current process. The release would make it harder to develop relationships with companies that can provide the services needed by the Commission in ICT and in other areas of the Commission's work, where we rely on confidential procurement processes such as the government frameworks.

I trust that this information satisfies your request. The Commission strives to be an open, transparent authority, but in some circumstances we cannot responsibly release requested information, and we ask for your understanding in this regard.

If you are not satisfied with this response, please note that the Commission operates a review procedure, details of which can be found on the Commission website at: https://www.electoralcommission.org.uk/freedom-information/make-a-freedom-information-request.

Please also note that if you have exhausted all internal Commission review procedures and you are still not satisfied you have the right to appeal to the Information Commissioner. Details of this procedure can be found on the ICO website: https://ico.org.uk/.

Yours sincerely

Information Officer
FOI@electoralcommission.org.uk

The Electoral Commission
electoralcommission.org.uk

Digital, data and technology strategy

Introduction

Our vision is to be a **world-class** public sector organisation – **innovative, delivering great value** and **getting right what matters most** to **voters** and **legislators**.

We are working to achieve this vision with four goals informing our work programme:

- to enable the continued delivery of free and fair elections and referendums, focusing on the needs of electors and addressing the changing environment to ensure every vote remains secure and accessible
- to ensure an increasingly trusted and transparent system of regulation in political finance, overseeing compliance, promoting understanding amongst those regulated and proactively pursuing breaches
- to be an independent and respected centre of expertise, using knowledge and insight to further the transparency, fairness and efficiency of our democratic system, and help adapt it to the modern, digital age
- to provide value for money, making best use of our resources and expertise to deliver services that are attuned to what matters most to voters

To enable us to achieve these goals we must take up the opportunities presented to us by changes in digital technology and the use of data, exploiting new technologies whilst ensuring robust security of our networks and information. The pace of technology change is accelerating and it will increasingly impact on our stakeholders and staff behaviour and expectations. To meet these expectations we must have the tools and applications we need internally to carry out our functions in digital landscape and build the skills and knowledge to remain authoritative and engaged as technology advances.

Achieving this cuts across all of our functions and is everyone's responsibility. It requires ideas, input and effort from all staff across the Commission so that we create a digital culture, putting the needs of our users first to transform our services and products to reflect the highly digital and online world we operate in.

Vision

Purpose

The Commission's programme for Digital, Data and Technology (DDaT) will build on the knowledge, systems and expertise we possess to fundamentally improve the services and information we provide both inward and outward facing. We will be agile in our approach and give staff the skills to develop in a digital organisation. Achieving this should impact all areas of the Commission, recognising that adoption of new technology is not change itself, rather it enables change in the way in which we carry out our functions. This vision will evolve and change to adapt to new technologies and challenges or opportunities that occur.

Objectives

The objectives of this strategy are;

- continue to deliver digital services that improve the way we operate, from front-end to back-office, that will support meeting our strategic goals;
- develop the right skills and culture among our people and leaders, and bring together strategy and delivery to enable services to be delivered in a learning and iterative environment, focused on outcomes for users;
- build better workplace tools and processes to make it easier for our staff to work effectively, including governance, IT, corporate processes and better digital tools;
- make better use of data - not just for transparency, but to support decisions making, engagement and regulatory functions;
- create, operate, iterate and embed services ensuring opportunities to integrate and gain value are exploited
- Future proof all developments to allow for ongoing improvement and evolution of platforms, keeping pace with technology developments.

This strategy is informed by the 7 lenses of transformation developed by the Infrastructure and projects Authority and the Government Digital Service and the Government Technology Innovation Strategy published in June 2019.

Principles

The table below sets out the principles that underpin the strategy and will guide the delivery of activities and projects that are part of this strategy. We will use these principles to test new projects and activities against and also to monitor and check ongoing activities to ensure that they meet these standards.

Principles	What this means
Business focus	• Prioritise all work against the strategic priorities and legal, commercial and financial concerns. • Focus on reengineering processes to ensure that they are efficient and fit the organisation • Continuous improvement and development of all systems and services • Joined up governance for digital projects through the programme board for reporting, decision making and assurance
User experience	• User focused design of systems and processes based on good understanding of user needs and behaviours • Applications accessed from anywhere and any device • Seamless user experience between applications based on single source of security controls • User experience is the same wherever the user is located • We provide a rapid and responsive support service • We aim to provide staff with the skills they require to use our systems to best effect • We will provide an integrated unified communications system to allow staff to work efficiently regardless of location

	• We will adopt a ‘digital by default’ approach and support users to self-serve
Collaboration	• Staff will have the tools they need to collaborate with colleagues in the organisation • Staff will have the tools they need to collaborate with external partners and stakeholders • There will be a single source of information shared by all • Information will be organised to make search and retrieval as efficient as possible • Teams will be able to work together to provide a seamless response to queries from stakeholders and the public
Building skills	• Champion skills required to deliver this strategy, and support the improvement of digital capability for all • Embed agile and user focused delivery methods
Privacy and security by design	• Comply with applicable policies and standards to ensure that the confidentiality, integrity and availability of our information and data is protected. • Users should be trusted to carry out their roles and given the responsibility to do so securely • Data and information stay within trusted applications and managed storage • Infrastructure and systems are protected from external threats
Transparency and data	• Maximise the potential benefit of our information by managing it, reusing it, sharing it and ensuring that it is properly protected • Use data visualisation tools to interpret and make connections between data sets • Manage our data to support decision making and performance management providing maximum benefit to the organisation • Identify opportunities to link existing and developing data sets moving away from siloes of data • Clear and robust metrics for systems and infrastructure
Flexible integrated applications	• Explore and appraise the potential for current and emerging technologies • Provide and maintain a foundation of robust, proven and accessible technologies that are tried and tested • Buy or build – based on business needs, not one rule for all
Resilient infrastructure	• System availability will be >99% in working hours • We can recover from a system failure within half a working day • Virtualisation and cloud services are our preferred solution

Governance

The Digital Data & Technology Programme Board will own the Commissions Digital, Data & Technology (DDAT) Strategy and to oversee the related DDAT programme to support delivery of the Commission's Goals.

To do this, the group will horizon scan for emerging issues to help shape the Commission's DDAT strategy and drive forward the overall programme, overseeing delivery of benefits and integration of systems and projects.

The group will be chaired by Director of Finance & Corporate Services and led by the Head of ICT. Other members will include system owners and project leads for those projects that have a digital, data or technology element.

The group shall meet at least eight times each financial year. At least one meeting will be dedicated to review of the DDAT strategy (including horizon scanning). At least one other meeting, timed to inform business planning, will be dedicated to assurance to ET and the Board on relevant investment proposals.

Quality Assurance

Quality assurance has an integral role in the journey of digital, data and technology. Implementing quality checkpoints along the path assures the desired business outcomes, as well as end-user satisfaction.

Changes outlined in this strategy will effect processes at every level. Quality assurance efforts strengthen the product at each transition throughout the development lifecycle and mitigate challenges posed by new technology. QA is a critical supporting role in delivering this strategy to safeguard performance and security.

Quality Assurance checks fall broadly into four categories:

- **User engagement**: engagement from the functional areas to ensure that developments include a review of business process and that new technology supports those improved business process
- **End user experience**: measuring the end to end user journey across platforms focusing on ease of use and nudging users to use the channels most appropriate to their needs and suited to functional processes
- **Interoperability**: testing the entire lifecycle of information from creation to use and disposal to ensure cross-platform compatibility at each stage to support joining up of key data sets to support insight
- **Security and performance**: testing of security controls, permission models and traffic capacity to ensure a secure and efficient performance of platforms

Success measures

We will define our performance indicators to ensure that we determine:

- whether the service is accessible, inclusive and meeting the needs of the customer, by providing a positive and intuitive user experience, which enables them to complete tasks quickly and easily;

- how well the platform is performing in terms of responsiveness, processing, clicks per task, transactions per second, uptime and availability;
- whether we are delivering value for money, by maximising the benefit of digital projects and services, reducing costs per transaction, and creating efficiencies over paper-based processes;
- whether we are adding value, early and often, such as by contributing to the development of policy or delivery of operational initiatives;
- becoming a data enabled organisation with data used across functions to support delivery and decision making

How we will get there

To achieve the objectives of this strategy we will need to develop our approach across our functions to deliver the services and channels that our users require. A full breakdown of the users and their needs can be found here: http://skynet/dm/Programmes/Steering%20Groups/Digital%20and%20Infrastructure/User%20segmentation.docx?web=1

Outcome	Where we are now	Where we want to be	How we will get there	Impact on users
Facilities and devices suited to user needs	Office and home working supported by virtual desktops Video available in all devolved offices and for home workers Video conferencing available for mobile devices London office set up for hot-desking with finite capacity	Seamless connectivity from any location Enable sharing of content securely to support internal and external collaboration Flexible commination options delivered through a single portal	Laptops and docking stations rolled out in all locations Unified comms platform implemented Flexibility in office configuration to allow flex at BHR and devolved offices Support for homeworking colleagues to come together in secure co-working spaces	Commission staff: flexible and secure communications tools both internally and externally delivering improved ways of working, efficiency and to reduced travel Electoral Administrators & Regulated entities: ability to join meetings/briefings remotely meaning less travel time and greater participation
Engagement through platforms users want to use and managed efficiently	Corporate website offering information for voters, stakeholders and media Some data made available externally e.g. PEF public search Interactive visualised data available on website e.g. donations and spending publications Guidance documents produced as PDF's and accessible on the website	Informative and engaging website delivering the information users need I the forma that suits their needs Data published in reusable and engaging manner to support decision making, policy recommendations and voter engagement Guidance available in dynamic formats suiting user and creator needs All contacts with stakeholders, public, media and partners	Delivering the new corporate website and integrating the Your Vote Matters content Producing guidance natively within the corporate website with flexibility of functions supporting user needs Improve the process of publishing data sets (where appropriate) to be re-used and analysed in the public good Understand how our customers and stakeholders contact us,	Commission staff: ease of publication of resources and increased findability for external users reducing the need to respond to ad hoc queries. Improved intelligence from data leading to better decision making Robust management of stakeholders contacts to improve the service that we deliver Electoral Administrators: ease of access to and navigation of guidance material allowing for differing preference of use.

	CCM used by some teams to manage contact with stakeholders and the public	managed and tracked through a CRM with inbuilt functionality to reflect business processes	exploring new channels to meet their needs Development of the CCM system on a new platform to ease use and encourage use among all teams	Joined up information and data relating to contacts delivering better customer service. Regulated Entities: Joined up information and data relating to contacts delivering better customer service. Voters: transparency of information relating to political finance and electoral events supporting voter engagement and confidence in our regulatory function Media & Press: easily accessible information via the website for decision making and announcements Increased insights available publically based on joined up data sets
Regulatory processes streamlined, secure and digital by default	Partly online services for those that we regulate Casework managed in CCM Monitoring database requiring manual input of intelligence	Wholly online, end to end processes for those that we regulate Dynamic harvesting of campaign data to inform monitoring and proactive regulation Legal and investigatory casework management that reduces manual process and work arounds meeting the changing needs of the functions	Ongoing development of the PEF Online platform and associated public search function Improving our ability to draw on multiple external sources to inform campaign monitoring and proactive regulation Deliver a robust case management platform for legal and enforcement case work that meets prosecutor and legal admissibility standards	Commission staff: user friendly applications that support efficient business processes and deliver confidence in the integrity of our information and records. Ability to draw information from a variety of sources to support proactive campaign monitoring and enforcement activity Regulated Entities: online application that is easy to use Voters: transparency of information relating to political

				finance supporting voter engagement and confidence in our regulatory function Media & Press: easily accessible information via the public search
Corporate	Shared information and document management with some governance Legacy line of business systems Disparate data sets across internal systems with little integration Limited capacity to make use of externally available data On premise applications as the norm System specific security controls	Full audit and workflow capabilities within our corporate enterprise document management platform Line of business applications meeting functional needs and offering integration and reporting To be data driven in our decision making, exploiting internal and external data sources One click reporting for corporate performance	Developing rigorous records management controls within corporate systems to automate the document lifecycle Maintain and further develop capability within the systems supporting the Finance and HR functions Implement smart solutions for Planning, Performance and Governance functions to facilitate required oversight and flexibility in our delivery Move to O365 to provide further options for mobile and remote working	Commission staff: user friendly applications that support efficient business processes and deliver confidence in the integrity of our information and records. Development of cloud based applications supporting new ways of working and supporting flexibility across working locations
Supported by resilient infrastructure	Virtualised servers on premise providing all core functions Virtualised desktops for all users whether at home or in an office VOIP telephone access for all users remotely from the office	Streamlined approach to managing the dispersed network ensuring security and availability Improving internet speeds and secure networked wifi for staff at all offices Single source of security permission mapped to all applications	Design new approach to our WAN giving us greater control New SAN to improve performance of existing applications Faster internet lines with networked secure wifi across all sites Upgraded and revised Active Directory	Commission staff: reliable and high performance underlying infrastructure and networks that are scalable to support new applications and ways of working

User group	Commission staff	Electoral Administrators	Regulated entities	Voters	Media and Press
What they want	Secure access to information Document management Communication tools Print External collaboration tools	Up to date information resources Points of contact for issues Access to guidance (online and hardcopy)	Ease of submitting returns and applications Transparency in decision making Up to date information resources Points of contact for issues Access to guidance (online and hardcopy)	Information about electoral events Information about electoral registration Transparency in political spending and donations	Clear information realting to decisions and announcements Points of contact for issues Underlying data
Channels/services they use	Virtual PC Skynet & CCM PEF Online Phone, email, video and teleconference Office 2016 Multi function print devices Objective Connect	Guidance on the website Hardcopy guidance)i.e. Polling station handbooks) EA bulletin Working groups and formal meetings Advice lines ERT liaison and support Social media	PEF Online Guidance on the website Directors letter Working groups and formal meetings Advice lines Social media	Website Public info Social media	Press lines Proactive press releases Webiste Social media
Behaviours we want	Self sufficient Adhere to internal policies	Working in partnership Understand and apply guidance correctly Transparent about issues	On time and accurate reporting Understand and apply guidance correctly Transparent about issues	Engaged Well informed Trust and confidence in proecess	Accurate and impartial Engaged

Technology improvements and development

Meeting Date: 27 May 2021

Author: Jo Crofton-Diggins

Executive summary

Context

The current model for delivering our internal technology is through virtualised servers and virtual PCs. This model was implemented in 2010 to support hot-desking and remote working. This has delivered well but is reaching end of life and significant investment would be required to upgrade and renew the current model.

Cloud computing offers a scalable, secure and resilient alternative model for delivering technology that is in line with our Digital strategy of a cloud first approach. This realises the benefits of investment in laptops and our networks and reduces the burden of infrastructure maintenance. Planning of the development work had been scheduled for 2020 but was delayed due to other pressures in the team.

Before we can make these changes we need to address current issues. Over the past months we have experience a significant downturn in the performance of the network and infrastructure that supports the virtual environment. Some changes have been made but more are planned now that we are post polls. This work must be completed and deliver a normal level of service before development work can commence, not only because of the impact on users but also the draw on IT resource.

Questions

What work have we got in hand and planned to address IT performance?

What is the scale of the activity required in the short and medium term?

How will progress and impact be measured?

What are the risks and issues?

Do we have sufficient resource to deliver this work?

Conclusion

There is significant work planned to improve user experience and make the longer term changes. These changes will take place over the next 9 months, with post implementation work to realise benefits continuing beyond this point. An indicative plan is included based on current assumptions but requires further development.

A new set of metrics is suggested for monitoring and reporting progress that can be shared on a monthly basis.

There are complex technical and delivery issues around this work which will impact on all aspects of our technology and all of our users. Carefully planning to address issues and manage dependencies will mitigate the risks.

We will require additional resource and expertise to successfully deliver this work and improve day to day support. Proposals include a mix of external support and additional staff.

Input sought

Are you content with the metrics proposed to measure impact?

Are there any key events or activity that need to be considered in the planning?

Initial thoughts on resource requirements and financial feasibility

Input received

This paper has been developed with input from all the DDTF managers and Wanstor (our infrastructure partner)

Introduction

This paper sets out the work required to improve the performance of our technology, including addressing recent issues, and move the Commission from its current virtual PC model to a cloud model for our technology.

Plan

The plan attached shows a high-level timetable across three areas; performance improvement, migration to cloud services and other technology projects that have an impact (on timing and resource).

The first area of work around performance improvement is in progress and will be completed over the next 4 weeks. Our analysis of current performance issues, supported by Wanstor our infrastructure support contractors, suggests that migrating the connection broker (which manages user connections to the virtual PCs) and the Microsoft Exchange server (which manages email) will improve performance issues in these areas. This work is planned for the upcoming bank holiday weekend (29-31 May). Once complete we will then be adding additional capacity to the Storage Area Network (SAN) which manages the internal traffic and will improve performance of applications.

This is our priority over the current period, as well as continuing to provide support to affected users.

This will include putting in place new metrics to evidence the impact both of the short term measures but also to monitor the impact of the next phase of work. Further detail on the proposed metrics are in the next section.

The second area of work covers the migration to cloud services. This will ultimately provide a more efficient and resilient IT infrastructure, that will also allow us to keep up to date with current versions of software, providing a better user experience. Adopting a cloud first approach across the board will also give opportunities for integration between systems that has been clunky and prone to issues.

This is a multi-faceted area of work that has dependencies with other IT activity. In planning the work we have to be mindful of the capacity of users to absorb a continual flow of change in their technology. Each activity will include phases of including design, build, test, train and implement. We do not envisage any significant areas of procurement as licensing and existing support partners are in place.

Due to the interdependencies across the areas of development, the activity is planned consecutively to reduce risk of significant disruption to services.

This area of work will also impact on other internal teams either through training or required direct input such as from internal comms and corporate identity.

The third area of activity shown on the plan are the significant known activities for the team across 2021-22. This illustrates the demands on the team over this year notwithstanding day to day BAU work and unplanned activity. This plan is still under development and will require several additional layers of detail to give full confidence. It is therefore currently at the cautious end of the spectrum.

Measuring progress

The team currently report on the number of helpdesk calls (including emails) received in each month as part of the monthly management report. This does not give any detail on the subject matter of the call i.e. assistance with specific application/functionality or account and connectivity issues. Going forward we are going to create categories within the helpdesk system to capture the following:

- Account lock outs
- Virtual PC restarts (to fix issues or enable log in)
- Performance issues will be tagged by application:
    - Outlook
    - Webex
    - Office
    - Skynet/CCM
    - Browser based tools

Once this is established we will re-categorise calls from specific month to give a baseline of level of calls prior to this current period of issues and another month at the height of these issues for comparison.

These new metrics will show whether the changes made in the first phase have the desired effect of re-establishing a ‘normal’ level of service. If performance is not shown to be improved during this phase we will need to revisit the proposed timeline for the longer term changes and reassess required resource and delivery risks.

Risk and issues

The table below shows the issues and dependencies within the work required to move to the cloud. This list is not exhaustive but illustrative of the complexity and need for considered planning.

Resources

The scale and complexity of the changes planned will require additional resource to ensure that business as usual can continue alongside. Potential for additional internal/external support are:

- Additional helpdesk officer – Liton who is currently with us on a temp basis has left to take up a permanent position. His time here has illustrated the need for additional resource in the team to continue laptop roll outs, office video conference set up and support with helpdesk calls. This would free up existing team members to concentrate on work that deals with the performance issues and makes progress on the cloud migration. Ideally we would like to bring in a FTC for the nine months until the end of the financial year.

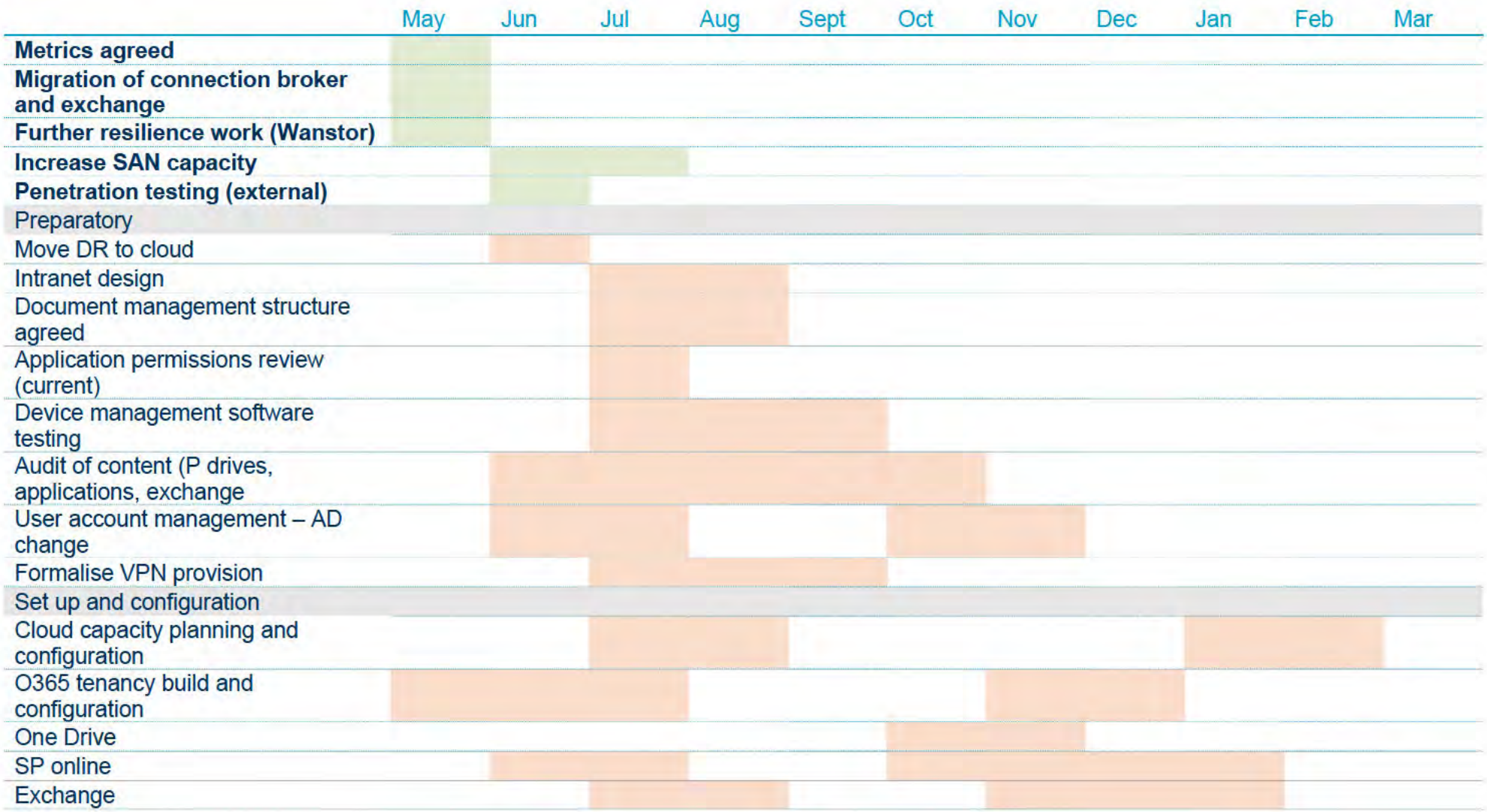
- Training – there will be extensive training needed for users to manage the change. There would be a benefit to providing this training with a external partner to ensure maximum flexibility in terms of number and formats of training we are able to deliver.

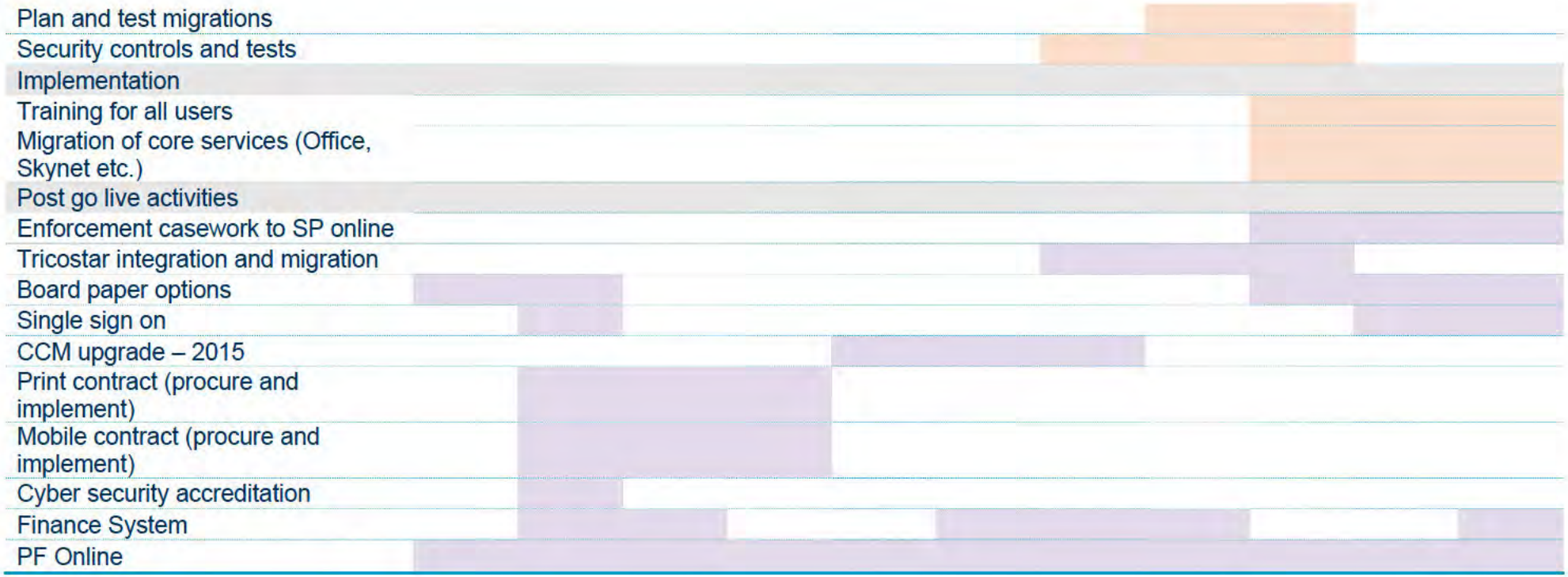
- Integrations – there will be points of integration to explore as part of this work, to ensure that existing and new systems work together and to maximise benefit from being wholly in the cloud and the opportunities that brings in terms of user experience. This could be an internal resource that could be utilised to support other integration work (namely for PF Online) or provided by external support agency on consultancy basis.

- Infrastructure partner – we currently have support contract in place with Wanstor for infrastructure and networking. We will require significant input from them during this work and propose changing the relationship from support to a partnership to ensure that we can retain dedicated support from their specialists.

Business cases will be brought forward for these resources, based on feedback from ET.

Plan


May
Jun
Jul
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Metrics agreed
Migration of connection broker and exchange
Further resilience work (Wanstor)
Increase SAN capacity
Penetration testing (external)
Preparatory
Move DR to cloud
Intranet design
Document management structure agreed
Application permissions review (current)
Device management software testing
Audit of content (P drives, applications, exchange
User account management – AD change
Formalise VPN provision
Set up and configuration
Cloud capacity planning and configuration
O365 tenancy build and configuration
One Drive
SP online
Exchange



Risk and issues

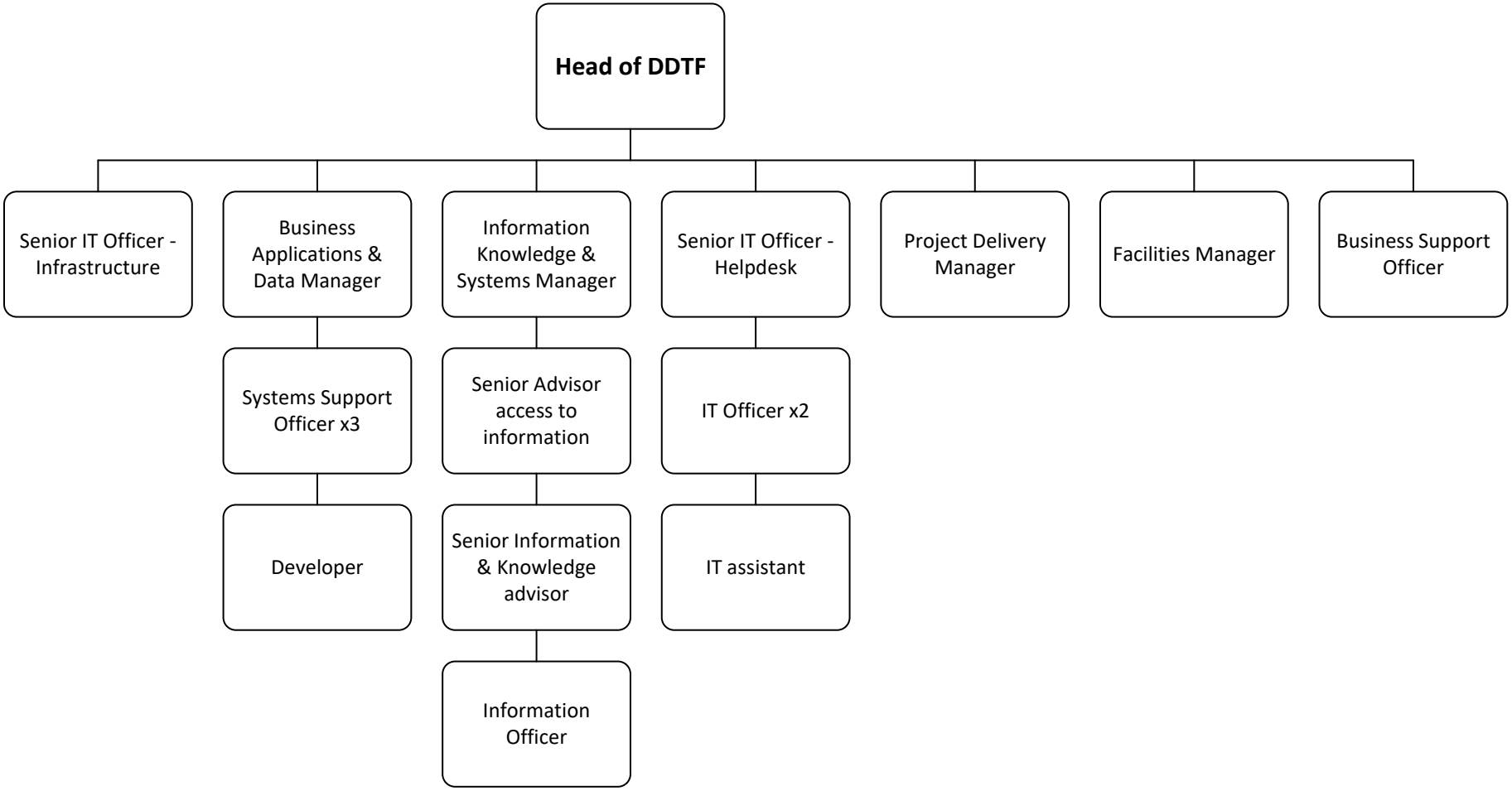
Workstream	Factors to consider	Risks	External support
Account management	Restructure of Active Directory Use of single sign on Ongoing audit/review	Maintaining one version of truth Managing updates	

Exchange	Integration changes OnePlace Solutions Mailing lists/distribution groups review Permissions Ensure mail is encrypted at Endpoint (user devices) to The cloud	Public folders Size of mailboxes Shared mailboxes PST files Time to migrate due to mailbox sizes Controlling mailbox size Managing lifecycle to end of life	Wanstor
Skynet – Intranet	Agree on design and logo, structure and content Estimation from support partner (Civica) Train “super users” in each team for page maintenance Migration Use of Yammer – content and group settings (public/private)	Poor user adoption Yammer – automatic O365 and email creation Yammer – public/private groups and poor information/data management	Civica
Skynet - Functions	Requirement and design with team consultation New site templates Sites built one by one and gradually launch Site structure Metadata/taxonomy Records Structure Search	Migration – size of databases Need to clear and review before migration Need to have a plan all the way to shut down and decommissioning of hard and software Time – can’t have too long between first and last sites go live. Need for prioritisation Lack of user support if helpdesk not trained properly and SharePoint Officer unavailable	Civica

	Training materials and schedule Training for SharePoint Officer and helpdesk Collaboration sites vs O365 groups? Content types and metadata in line with information management and data retention Access and security management Audit Cisco Webex Teams Integration Integration with other systems outside 0365	Automatic email creation if use of O365 groups Managing test and release plan 0365 auto-updates	
Office 365 Apps	OneDrive for all users – managing migration and sync across devices User training on document management on OneDrive Planner – best practice Test available apps before release	Poor user adoption Change management Risk of data breach and data loss	
CCM	Move from SP2010 document store to 0365 for sensitive investigation files Site structure Metadata/taxonomy Records Structure Search Training materials and schedule	Migration – size of databases Need to have a plan all the way to shut down and decommissioning of hard and software	Civica

	Training for SharePoint Officer and helpdesk Collaboration sites vs O365 groups? Content types and metadata in line with information management and data retention Access and security management Audit Cisco Webex Teams Integration Integration with other systems outside 0365		
DR	Scoping cloud DR Testing and roll back plan Lifecycle of DR replications Implementation plan End of life plan for physical DR including hardware, software and tape back-up.	Location of Cloud Service hosting	
Device management	Managing updates to software and hardware remotely Testing of remote wipe. Review set before end of life – value for money	Significant changes required on devices – to be completed remotely Maintaining security standards in devices and policy and clear procedure for devices used inappropriately.	Microsoft Cloud
Technical security	Structures and administrative accounts separate and secured. Generic administration accounts not recommended with shared passwords.	Monitoring of administrative accounts	

	Individual administration vs working login for non-admin tasks.	
Cloud configuration	Location of Cloud Service hosting Cost Segregation of services to increase resilience	
Information governance/security	Application of retention schedules Audit to prove lifecycle of information Access profiles Personal Data and special category data Training	Inappropriate loss or destruction User input required
User impact	Communication plan Training plan Support before and after cutover and impact on other projects/work Do we have enough resource? Ongoing training and on boarding of new staff Update and refresher training Supporting homeworkers (likely to be increased % of staff) and devolved office staff Change to processes and procedures in teams with system changes. Ongoing monitoring and checks, surveys, user group and planning changes with updates/upgrades or changes.	Training/time Timing with work/electoral cycle/ any future referendum User change fatigue User processes and procedures will have to be reviewed and may have to change Initial drop in productivity Buy in, adoption and support from ET and SLG User input required at all stages from content rationalisation to testing and roll out.


Head of DDTF
Senior IT Officer - Infrastructure
Business Applications & Data Manager
Information Knowledge & Systems Manager
Senior IT Officer - Helpdesk
Project Delivery Manager
Facilities Manager
Business Support Officer
Systems Support Officer x3
Senior Advisor access to information
IT Officer x2
Developer
Senior Information & Knowledge advisor
IT assistant
Information Officer