

Strategic Approach to Trust-Wide IT at Brooke Weston Trust

Strategy Summary

Brooke Weston Trust wishes to offer a **central core of services** as a foundation to provide **flexible edge services** to each academy allowing for individual characteristics to be maintained and nurtured.

Achieving both goals must be done in parallel as achieving either without focus on the other produces an imbalance in the day to day running of IT services at each academy and the Trust.

Recent circumstances relating to remote learning and working have 'enforced' rapid adoption of Microsoft 365 cloud technologies for all academies. There is a wealth of imaginative and innovative adoptions of technology, however, this must be supported by the further development of the consistent core services too.

This document seeks to demonstrate the aims and benefits of central core and flexible edge services to help the Trust understand what can be achieved by taking this consistent approach.

Central Core Services

Aims

- To centralise around a single fixed core of Trust provisioned services and processes.
- To achieve centralisation of all suitable IT systems to enhance functionality, security, compliance, resilience and service delivery.
- To migrate school systems to the cloud, including user and device management, applications and data storage.
- To accelerate, adopt and embed recognised industry best practices and standards to ensure consistency across the Trust.
- To enable academies to focus on teaching and learning by building a strong, resilient and versatile core IT to serve them.
- To maximise the economies of scale and overall value for money.

Benefits

- Consistent use of cloud storage to reduce server estate on site
- Seamless and improved communication across sites including presence information, address book and organisational structure.

- Security policies, updates and fixes applied centrally to provide timely resilience and assurance.
- Comprehensive backup and disaster recovery processes leading to some efficiencies being realised.
- Safe, secure remote learning and working anywhere, anytime.
- Business continuity enhanced.
- GDPR data retention automatically and consistently applied across the Trust.
- One central source for GDPR Subject Access Requests.
- Automated provisioning and disabling of user accounts from MIS (single source of 'truth').
- Reliable automated creation and management of Class Teams.
- Improved security of user account credentials using heuristics-based password requirements
- Simple configuration of new end user devices that can be quickly deployed to any target site.
- Simple maintenance of all sites in the Trust from one place, reducing effort and costs.
- Reduction of disparate licenses, contracts and associated administration.
- More rapid deployment and adoption of software.
- Integrated sharing of resources to support teaching, learning and CPD.
- Standardisation of business forms and similar.
- Sets up next steps for digital transformation.
- Platform to support a central intranet to host internal BWT news, vacancies, HR information/forms, events, policies, CPD and teaching resources etc.
- Central classification of data types across all Trust and school data.
- Provides a solid foundation on which to enrol newly opened schools and for any future schools that join the Trust.

Flexible Edge Services

Aims

To respect the uniqueness of each academy by creating an IT environment that facilitates and actively promotes:

- Empowerment of creativity and innovation to showcase best practice.
- Retention of functionality at existing level supplemented by improved integration.
- Flexible ways of working in line with individual academy approaches to support staff wellbeing.
- Consistent user experiences across devices and locations.

Benefits

- Schools can keep practices that are established.
- Working across multiple school sites without hinderance.
- Share without constraints.
- Transformative administration, business, and pedagogical outcomes – reshape methods and processes to be more effective in the classroom and the back office functions.

Solution Recommendations

A single tenancy for Microsoft 365 across all of Brooke Weston Trust. This would involve:

- Migrating schools on their own existing tenants to a single tenancy.
- Migrating data to Microsoft 365 services
 - OneDrive
 - SharePoint
- Introducing cloud-based management and compliance tools in Microsoft 365 including InTune. This will facilitate the implementation of the Trust's Data Retention, Data Protection and GDPR policies in addition to providing security management for laptops which are away from schools.
- RM Unify introduced to centralised automated user account management and dynamic provision and maintenance of Class Teams including single sign on to a number of cloud-based services
- Improved security:
 - Password complexity and heuristics to meet latest industry standards.
 - Account tombstoning in line with employee contract management on MIS.
- A move to Microsoft 365 licencing and move away from Microsoft OVS style licencing.
- Tablet Academy providing floor walking, handover and support in partnership with RM.

The wider IT Strategy also recommends:

- When Primary schools' strategy dictates replacement server hardware, a Cloud First strategy is adopted – leading to a serverless solution. At Secondary level, when strategy dictates replacement server hardware, we look to move to a server-light approach in hand with data and service moving to the cloud.
- Explore options around backup line connectivity solutions with further reliance on the cloud.
- School network infrastructures being replaced with in-life equipment that supports 10Gbps uplinks between switches, Gigabit to the desktop and WiFi 6 wireless.
- Identifying centralised solutions for hardware asset and agreement management, such as 'Every'.
- Procuring a CRM for the Northamptonshire Teaching School Hub.
- Procuring a HR management system to service all Trust employees.
- Replacement of end user devices to ensure they support the latest technologies and perform as required for staff and students.
- Replacement of Classroom AV from projectors to interactive display panels in order to improve the clarity of displayed work, reduce the TCO of Classroom AV and improve reliability.
- Continuing the use of Microsoft Teams for class management, distribution of learning materials and remote interaction between Teachers and Students. Identifying and reviewing new software tools/Apps that may complement this environment.
- Continuing roll-out telephone system (Hello Telecom) in all schools.
- Continuing roll-out of Digital Signage (Planet eStream) in secondary schools.

- Considering how additional schools (both newly opened and existing schools which join the trust) would be enrolled into the core services.
- Considering contingencies should there be high level of staff absences/remote working/school closures around the time of launch.
- Creation of a risk register.
- Continuing with the current support model to include remote triage, second line support, Technical Operations Manager and support specialists. Permanent onsite engineers staffing the secondary schools with a field engineer supporting the primary schools and providing absence cover for the secondary engineers. Holding regular IT Service Review meetings with Business Managers/Principals regularly to monitor BAU Support.

Pre-requisites and assumptions:

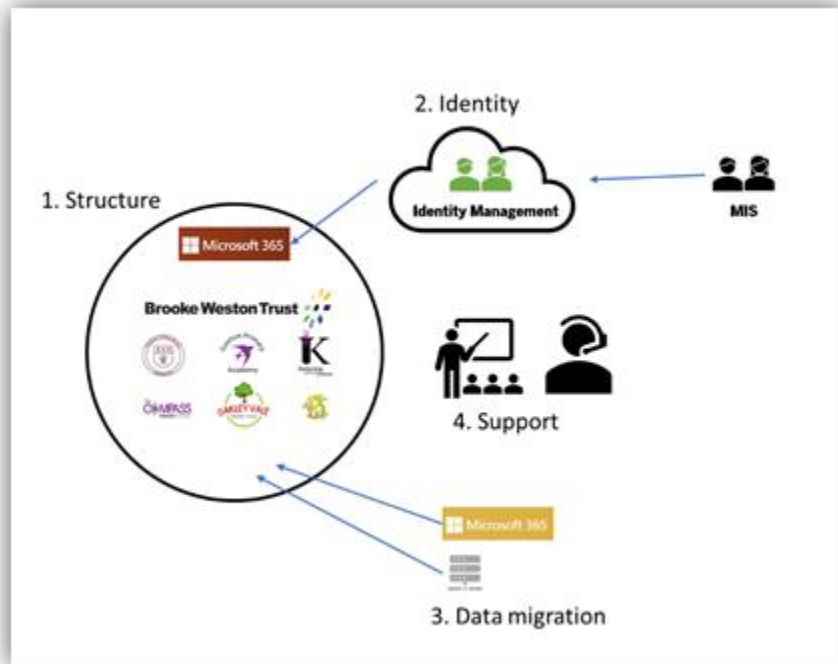
- Ongoing engagement from the Trust and schools during planning and implementation.
- Staff email mailboxes including calendars migrated to new tenant.
- Home Drives migrated to OneDrive.
- Rationalised shared drive data migrated to SharePoint document libraries (self-service by schools).
- E-mail domains migrated to new tenant.
- Rationalised school data to be migrated.
- SharePoint sites to be migrated based on requirements.
- RM Unify to provision and disable accounts from MIS.
- RM Unify to enable single sign-on to third-party applications.
- RM Unify provided consistent landing page for all users.
- Full project management.
- Tablet Academy training and floor walking following migration.
- Migrate network home drives to OneDrive once single tenancy is active (self-service by schools).
- High speed Internet connections via EastNet are available in all schools, including those in rural areas.

Considerations for discussion:

- Student email – which year groups are migrated? (if any) (cost impact).
- Data cleanse of data that is not required (GDPR benefits).
- Teams not migrated on bulk (Can be accessed and retrieved from the old tenants for a limited period of time.). Individual Teams can be migrated manually subject to clear business case. (cost impact).
- Forms, flows and PowerApps, Stream etc. not migrated in current format (would need recreating).
- Limiting downtime, coordinated by project team.
- Change in username for staff and students Years 8-13.
- Change in password for all users.

- What can be achieved during term-time?
- What is the sensible target timescale for each phase?

An outline of the standard process of how the BWT schools will be moved into the central O365 tenancy is shown below.



1. Structure

Create a consistent structure within the existing central Microsoft 365 tenancy and migrate data in, from each school's on-premises network and existing Microsoft 365 tenancies.

2. Identity

Establish a centrally provisioned Identity Management platform capable of synchronising identities and teaching groups from multiple MIS systems into the central Microsoft 365 tenancy.

3. Data Migration

Copy of an agreed volume of data from each school's on-premises network and existing Microsoft 365 tenancy into agreed structures within the central Microsoft 365 tenancy.

4. Cut over support

As each school moves into the new central environment, there will be both technical and non-technical support required to support the users with the transition.

Example benefits for school colleagues

The following roles have been selected to help illustrate some benefits to working within a single Microsoft 365 tenant. The list is not exhaustive.

- **Teacher** – Easier sharing of resources within subjects across school sites, including the ability to tag colleagues and collaborate within single documents.
- **School Business Manager** – Control over internal SharePoint site to publish policies/common resources. One tenant for Subject Access Request searches to take place on.
- **HR** – Simple creation of HR documents, allowing distribution to all staff across the trust.
- **Trust collaborative teams** (site, HR, Heads of Departments) – Greater visibility of colleague calendar free/busy availability for quicker scheduling of meetings.
- **Trust directors of subjects** – Lead subject teams using the full functionality of all Microsoft products.
- **Safeguarding Leads** – Allows development of a Safeguarding portal with key resources.
- **New staff starter** – able to see organisational structure and find job titles, including central support services.
- **Data Managers** – Allowing collection and manipulation of data gathered across schools.
- **School administrators** – all of the above!

What does the day following changeover look like?

- Username & password change
- IT Floorwalking to support logging in
- Personal documents/Home Drive files migrated to OneDrive
- Shared network drive files available in SharePoint
- Able to work remotely in exactly the same way and access as in school

Table showing proposed phasing timescales for this project

*These schools must be in Phase 1 for technical reasons associated with the fact they are already on the central Microsoft tenancy for BWT.

HQ*	BPS*	CBA*	CPA	GPS*	OVPS	PPS	TCA	KSA	BWA	CTS
Phase 1 April 2022 to August 2022							Phase 2 September 2022 to February 2023		Phase 3 March 2023 to Summer 2023	

The pyramid model has illustrated our strategy over the past two years and the approach outlined in this document continues with this approach.

