Item: 5

Asset Management Sub-committee: 28 March 2019.

Information Technology Strategy Delivery Plan.

Report by Executive Director of Corporate Services.

1. Purpose of Report

To note progress made on the Information Technology Strategy Delivery Plan.

2. Recommendations

The Sub-committee is invited to note:

2.1.

Progress made in implementing the Information Technology Strategy, approved by the Council in 2017, as outlined in the updated delivery plan, attached as Annex 1 to this report.

3. Background

3.1.

The Council has had an Information Technology Strategy in place for many years. The current version was approved by the Council in July 2017, and is based on consultation, carried out between March and June 2017, with staff in all services and with elected members. The Strategy runs until 2020 and work to update the Strategy will begin in Summer 2019.

3.2.

The Strategy seeks to:

- Improve the Council's underlying infrastructure.
- Provide the foundations for the shift towards digital delivery and support the objectives of the Digital Strategy.
- Support the Council's Change Programme.

3.3.

The strategy groups actions under the following themes:

- Cyber Security.
- Governance.
- Customer Focus.

- Digital Workforce.
- Infrastructure and Systems.
- Internal and External Communications.

3.4.

The Council's first Digital Strategy was approved by the Council in March 2017. It was reviewed by the Asset Management Sub-Committee in May 2018, and the Digital Strategy Delivery Plan was also reviewed on that date.

3.5.

The Information Technology Strategy and the Digital Strategy are closely related. The Digital Strategy sets the vision and objectives through which all services across the Council will harness digital developments to provide improved, more efficient services for the public. The Information Technology Strategy is a technical plan which underpins and supports the delivery of the Digital Strategy and focusses on improving and sustaining the Council's IT systems and infrastructure.

3.6.

As work to deliver the Digital Strategy has progressed, it has become clear that some of the objectives previously included in the Information Technology Strategy are now more appropriately delivered by means of work done under the Digital Strategy. Where that is the case, it is noted in the Information Technology Strategy Delivery Plan, attached as Annex 1, and will be reflected in the Digital Strategy Delivery Plan.

4. Progress to Date

Progress made to implement the Information Technology Strategy is detailed in Annex 1 attached to this report. There has been good progress across a number of projects.

5. Corporate Governance

This report relates to governance and procedural issues and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

6. Financial Implications

6.1.

No financial implications arise directly from the noting recommendations to this report.

6.2.

The implementation of any strategy will be subject to the development of delivery plans in the future, which once fully costed will be duly considered and resources allocated as appropriate.

7. Legal Aspects

Regularly monitoring the progress made in implementation of the Information Technology Strategy Delivery Plan will help the Council to meet its obligation to secure best value.

8. Contact Officers

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9. Annex

Annex 1: Information Technology Strategy Delivery Plan, updated March 2019.

Information Technology Strategy Delivery Plan: 2017 to 2020

1. Purpose

1.1.

This Delivery Plan provides information on progress between July 2017 and August 2018 on delivering each of the objectives of the Information Technology (IT) Strategy. It also aims to report on all work being planned during 2018-2019 aimed at delivering the objectives of the IT Strategy.

2. Introduction

2.1.

The IT Strategy was last reviewed and approved by the Council in July 2017. The Council's Digital Strategy was approved by the Council in March 2017 and reviewed in May 2018. The two strategies are closely related.

2.2.

The IT Strategy is a technical plan which underpins and supports the Digital Strategy and aims to improve and maintain the Council's IT infrastructure and systems.

2.3.

The Digital Strategy sets the vision and objectives through which all services across the Council will harness digital developments to provide improved, more efficient services for the public, through objectives grouped around 3 main themes: customer focus, a digital workforce, and systems and infrastructure.

2.4.

The table below set out the detail of how the IT strategy is being delivered. The IT Strategy has a number of strategic targets, grouped into 6 themes. Objectives have been abstracted from the strategic targets in the strategy, and the table in sub-section of section 3 below, corresponds to a group of actions (one per row) contributing to that objective.

2.5.

Each action is owned by a specific member of staff, who is accountable for the correct and thorough completion of the task, and each is led by a specific member of staff who is responsible to the owner for the planning, execution and implementation of each necessary piece of work.

2.6.

For each action, progress to date is reported, and an indication is given of the next steps planned (and, where appropriate, an indication is given about where to find more information about the project or workstream).

3. Actions to Support IT Strategy Objectives

3.1. Cyber Security Objectives

We will maintain a secure physical and virtual environment, with a high degree of resilience and confidence, based on national standards, and to maximize the benefits to the Council and its citizens.

3.1.1.

Objective 1.1: We will adopt recognized standards to counteract cyber threats including the UK Government Cyber Essentials scheme

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
1.1.1. Cyber Essentials accreditation.	Hayley Green.	Tony Whenman.	Green.	In February 2018, the Council achieved accreditation at the level of Cyber Essentials Basic. Work is underway to achieve and maintain accreditation at the level of Cyber Essentials Plus. Progress is monitored by the Council's Senior Information Risk Owner (SIRO), the Executive Director of Corporate Services.	Complete the work to achieve Cyber Essentials Plus, by April 2019. Note the cross reference to Cyber Essentials and PSN re-accreditation activity. (See also task 1.2.1).

3.1.2.

Objective 1.2: We will implement suitable security controls to support efficient functioning of OIC ICT infrastructure

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
1.2.1. Public Services Network (PSN) accreditation.	Hayley Green.	Tony Whenman.	Blue for 2018. Green for 2019.	PSN reaccreditation achieved August 2018. This has involved a range of tasks: • Firewalls. • Patch management. • Malware protection. • Secure configuration. • User access control. • Governance of information security processes. • User awareness / culture change • Windows 10 standardisation and deployment. • Other aspects of ISO 27001, as necessary and appropriate.	Plan to achieve 2019-20 accreditation. Consider how to plan and resource the annual cycle of work required to maintain Cyber Essentials and PSN accreditation (see also action 1.1.1).

3.1.3.

Objective 1.3: We will develop co-operative connectivity with public sector and third sector bodies

Action.	Owner.	Lead.	BRAG.	Progress September 2018 - March 2019.	Next Steps.
1.3.1. Implement Pathfinder North services.	Hayley Green.	Kenny MacPherson.	Blue.	Orkney Islands Council has taken an active role as a partner in the Pathfinder North partnership of local authorities, which has procured a service contract which delivers the Scottish Wide Area Network to many public sector organisations. The current contract in respect of OIC sites (mainly outside Kirkwall and Stromness) is now in place, and the contract is monitored as part of IT operational activity.	Action Complete.
1.3.2. Implement joint systems with NHS Orkney	Hayley Green.	Kenny MacPherson	Green.	OIC fully co-operated with NHS Orkney with their arrangements to commission the new Balfour Hospital, by providing secure physical access to OIC infrastructure around Kirkwall. This included fibre routes and trunking, and technical areas at the Orkney Library and Archive building, and elsewhere. This physical work was completed in February 2019. Stabilization of PARIS is complete.	The testing of the links remains to be done and will commence according to the NHSO Project Schedule Work to identify the further use of PARIS across the Primary Care Team in OHAC continues.
1.3.3. Identify opportunities for joint systems with	Hayley Green.	Kenny MacPherson.	Green.	First project established, which will be to provide co-location of NHSO staff Primary Care team in OIC premises. Work underway to order additional SWAN services to provision secure access to NHS networks.	Implement co-location facility and infrastructure and plan the necessary arrangements to ensure this complies with all

Action.	Owner.	Lead.	BRAG.	Progress September 2018 - March 2019.	Next Steps.
other partners.				Work to identify further opportunities to share infrastructure and systems with other Category 1 responders, and other local and national partners continues, in co-operation with the Information Security Officer and others. The aim is to develop appropriate and PSN-compliant access arrangements to satisfy shared requirements.	requirements. Target date is July 2019.

3.1.4.

Objective 1.4: We will develop a culture of security by raising awareness of personnel to vulnerabilities, risks and threats from cyberspace and the need to protect information systems

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
1.4.1. Identify and implement measures to develop a culture of security.	Hayley Green.	Tony Whenman.	Green.	Information Governance Group owns and maintains standards. Use of regular all staff bulletins and email alerts to educate and inform. Information Security Officer developed content for mandatory online training coursed for all staff, now delivered through iLearn. Close co-operation between Information Security Officer and Information Governance Officer, within Information Governance Group and operationally.	Complete work on the Your Business At Risk self-assessment, with Audit Scotland, by November 2019. Timescale was put back due to delays in Audit Scotland providing OIC with sight of the draft questions. Further work planned with Audit Scotland in March 2019 to finalise the survey.

3.1.5

Objective 1.5: We will actively participate in national initiatives for sharing intelligence

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
1.5.1. Identify and implement measures to participate in national intelligence sharing initiatives.	Hayley Green.	Tony Whenman.	Blue.	Both the Council's Information Security Officer and the Head of IT and Facilities, are members of the UK-wide CiSP (Cyber-security Information Sharing Partnership), ensuring that the Council shares and receives intelligence on current cyber threats. SciNET (Scottish Cyber Information Network) is a sub-group for Scotland of CiSp. The Scottish Local Authority Information Security Group is a sub-group of SciNET.	Action complete.

3.2. Governance Objectives

We will report on progress and make sure that decision makers have the information they need to make sound decisions.

3.2.1.

Objective 2.1: Regular reporting to Council Asset Management Sub-committee on the delivery of Digital & ICT Strategy, ICT Asset Management Plan and ICT Capital Programme.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
2.1.1. Establish regular Asset Management Sub-committee reporting.	Hayley Green.	Kenny MacPherson.	Green.	Reports to Asset Management Sub-committee are being submitted at least twice a year.	Reports will be submitted to the Spring (March) and Autumn (October) meetings as a minimum.

3.2.2.

Objective 2.2: Regular reporting on IT availability, incidents and progress is made to the Information Services Programme Board

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
2.2.1. Establish regular IT performance reporting.	Hayley Green.	Kenny MacPherson.	Blue	Reports to the Information Services Programme Board are submitted quarterly, and then cascaded to Corporate Management Team.	Action complete.

3.2.3.

Objective 2.3: Establish and operate technology standards, standardising where appropriate.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
2.3.1. Establish technology standards.	Hayley Green.	Kenny MacPherson.	Green.	National Cyber Security Centre (NCSC) guidance and Security Architecture Patterns are considered in the implementation of new infrastructure.	Launch the standard deployment tool to support all future new devices that are delivered

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
				Over the last 6 months the focus has been on Windows 10 and making sure that the build deployed is standardized. The benefit of this is that security patching is faster and management of security is simplified.	to OIC staff. Target to be completed by July 2019.

3.3. Customer Focus Objectives

We will use our experience to work with all Council services to introduce ICT systems with a stronger citizen/customer focus: any new system will meet the needs of users within the Council, and also those outside the Council who use it in any way; system design will take the needs of all these users into account at as early a stage as possible

3.3.1.

Objective 3.1: We will support the introduction of the Customer Services Platform (CSP)

Action.	Owner.	Lead.	BRAG.	Progress July 2017 – August 2018.	Next Steps.
3.1.1. Provide the technical infrastructure for the Customer Services Platform (CSP) project.	Kenny MacPherson.	Steve Bacon.	Blue.	Provision of technical advice and network, server and application infrastructure was provided to the CSP project, as it was initiated, and during its early stages.	Action complete. See Digital Strategy Action Plan (or CSP project documentation) for details of the overall project.

Action.	Owner.	Lead.	BRAG.	Progress July 2017 – August 2018.	Next Steps.
3.1.2. Support the design of databases to support the Customer Services (CSP) project.	Kenny MacPherson.	Steve Bacon.	Blue.	Data Warehouse report completed and accepted. Work to implement the Data Warehouse now underway and being led by Alex Rodwell on behalf of the Change Team. Action for ICT complete.	No further action required.

3.3.2.

Objective 3.2: We will use feedback from customers and staff to deliver continuous improvements to our business processes

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.2.1. Establish processes to use feedback from users to improve IT processes	Hayley Green.	Kenny MacPherson.	Green.	Helpdesk team have had specific feedback meetings with key user groups to dynamically problem solve issues when required.	Development and implementation of a more systematic set of user engagement processes need to be developed. Feedback from the Digital Maturity Assessment will be considered.

3.3.3.

Objective 3.3: We will implement collaborative technologies such as Office 365.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.3.1. Office 365 upgrade project.	Hayley Green.	Vince Buchan.	Green.	All devices are now migrated to Office 2016 and emails are on Office 365. Skype for Business has been fully deployed to all staff who have an O365 account. Email protective marking has been fully deployed to all staff who have an O365 account. Remote Access to emails in test, with successful deployment to 30 users.	Implement remote access to email to all users, July 2019. Define a schedule for the future delivery of SharePoint and OneDrive, July 2019. Migration of Councillor accounts to Corporate O365 provisionally planned for during the council recess in 2019. Implement Teams December 2019.

3.3.4.

Objective 3.4: We will review our Service Charter and introduce new targets as appropriate to support our changing business needs

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.4.1.	Hayley Green.	Kenny MacPherson.	Green.	The ICT Service Charter was approved by the ISPB in June 2016.	Receive initial comments on the Charter from consultees and complete

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
Review IT Service Charter.				The Head of IT and Facilities is reviewing the Service Charter.	the review of the ICT Service Charter. The Head of IT and Facilities will report on this matter to the ISPB in June 2019.

3.3.5.

Objective 3.5: We will work to improve internal fault reporting and service delivery through the Service Desk and ensure that important information is communicated effectively and clearly.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.5.1. Update IT Service Desk System.	Hayley Green.	Kenny MacPherson.	Green.	Significant work done on this over the last 6 months, with a focus on the monitoring and alerting side of the systems.	Complete the update the IT Service Desk system. By December 2019.

3.3.6.

Objective 3.6: We will continue to identify Account Managers for digital technologies, to encourage our stakeholders to work with these Account Managers to discuss their issues and any planned ICT developments; we will ensure that account managers are visible, knowledgeable, proactive in communicating with stakeholders, and effective in receiving and taking action on feedback.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.6.1. Identify IT Account Managers.	Hayley Green.	Kenny MacPherson.	Green.	IT Staffing Plan completed, and all vacant posts are now filled, subject to normal operational changes.	Begin to build technology specialisms (rather than Account Managers) roles in IT. Establish the Digital Applications Administrators group.

3.3.7.

Objective 3.7: We will use technology (where available and appropriate) and user workshops to train and inform staff on our service technologies.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
3.7.1. Establish and engage Office 365 Champions in the Office 365 project.	Hayley Green.	Sweyn Hunter.	Blue.	Work complete. The O365 Champions were a key part of the implementation team and future work with the group will be planned as required – with a likely change in their focus to supporting wider ICT changes.	

3.3.8.

Objective 3.8: We will concentrate on developing and updating user guidance with the aim to make our staff more technically skilled and independent with the systems they use.

Action.	Owner.	Lead.	BRAG.	Progress July 2017 – August 2018.	Next Steps.
3.8.1. Develop and update user guidance.	Hayley Green.	Kenny MacPherson.	Green.	Guidance is issued to staff as and when needed, generally when a project moves into the delivery phase, for example, with the implementation of Protective Marking.	Space will be found, either on the existing portal, or in a new SharePoint site, to house all guidance in a user-friendly way.

3.4. Digital Workforce Objectives

We will embrace emerging technology and deliver a service that meets our customer expectations, also supporting our workforce to develop their own digital skills and implementing hardware that supports a more digital workforce.

3.4.1.

Objective 4.1: We will support the introduction of new streamlined electronic processes and collaborative communications through the use of available interactive technologies, such as Office 365, Electronic Document Record Management System (EDRMS) CSP, and so on.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
4.1.1. Provide IT support to the Electronic Document and Records Management (EDRMS) project.	Hayley Green.	Kenny MacPherson.	Green.	ICT was represented at the EDRMS 5 Councils meeting in November 2018 and will attend future meetings as required. Technical input to the EDRMS project continues to be provided.	Continue to support the EDRMS project, as it is defined and initiated See Digital Strategy Action Plan (or ERDMS project documentation) for details of the overall project.
4.1.2 Upgrade the PARIS system, and implement PARIS mobile.	Kenny MacPherson.	Sharon Williamson.	Amber.	Full implementation of PARIS mobile was due by December 2018 but that had to be delayed due to competing operational priorities. Deployment of the mobile devices continues and a test of the system with key users is planned by the end of March 2019.	Full deployment of Mobile devices by April 2019. Full implementation of PARIS mobile by October 2019. Continue to support further assessment of more effective use of

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
					PARIS by OHAC teams (OIC and NHS Orkney).

3.4.2.

Objective 4.2: We will demonstrate leadership behaviour that supports and fuels a digital culture among staff and customers.

Work towards this objective is being done as part of the Digital Strategy Delivery Plan objectives, under the theme of Digital Workforce.

3.4.3.

Objective 4.3: We will listen to and support staff on how to get the best from digital systems.

Work towards this objective is being done as part of Customer Focus Objectives, at section 3.3 above, and within implementation projects described elsewhere in this plan, and in the Digital Strategy Delivery Plan.

3.4.4.

Objective 4.4: We will improve and develop our staff's digital competency.

Work towards this objective is being done as part of the Digital Strategy Delivery Plan objectives, under the theme of Digital Workforce.

3.5. Infrastructure and Systems Objectives

We will invest in and maintain the Council's ICT assets, both physical and data, to ensure they remain fit for purpose, and we will ensure they are resilient, secure and available, as well as improving services, while supporting innovation and change.

3.5.1.

Objective 5.1: We will ensure that the ICT asset base is available, resilient and effective.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
5.1.1. Embed processes for annual review of the ICT asset base.	Hayley Green.	Kenny MacPherson.	Green.	The annual ICT Capital Replacement Programme supports this objective by ensuring timely replacement of priority core infrastructure. The 2019 to 2020 ICT Capital Replacement Programme is on the agenda for Asset Management Sub Committee in March 2019.	Deliver the 2019 to 2020 ICT Capital Programme by 31 March 2020.
5.1.2 Benchmark IT performance and establish appropriate performance indicators.	Hayley Green.	Kenny MacPherson.	Blue.	An IT Benchmarking exercise was done, by SOCITM, with input from OIC IT staff and others. A set of Key Performance Indicators have been established, and are reported on regularly to the Information Services Programme Board	Action complete.

3.5.2.

Objective 5.2: We will ensure resilience is considered as part of project definition

Work towards this objective will be done under Governance Objective 2.3 above.

3.5.3.

Objective 5.3. We will seek to provide protection via good Disaster Recovery capability to support business continuity.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
5.3.1. Disaster recovery pilot project	Hayley Green.	Kenny MacPherson.	Green.	IT staff are working with Microsoft and partners on an application for funding to support a pilot of cloud-based disaster recovery arrangements, based on Microsoft Azure technology	Prepare an outline project plan for the pilot.

3.5.4.

Objective 5.4: We will support the innovational opportunities provided by developing a foundation for Business Intelligence and Data Warehousing to be explored and leveraged

Work towards this objective will be done under Customer Focus Objective 3.3 above.

3.5.5.

Objective 5.5: We will continue to harden our local core infrastructure to provide an accessible, secure and stable ICT platform for existing and future system requirements.

Work towards this objective will be done under Infrastructure and Systems Objective 5.1 and Cyber Security Objectives 3.1 above.

3.5.6.

Objective 5.6: We will ensure that our network fully enables access to electronic resources such as the Scottish Educational Digital Network (GLOW), which supports employees working in more flexible and mobile ways.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
5.6.1. Upgrade network capacity for access to cloud systems.	Kenny MacPherson.	Thomas Aldred.	Blue.	Network capacity has been upgraded to meet increased demands for access to cloud-based systems.	Action complete.
5.6.2. Provide access to Office 365 on smart phones and laptops.	Kenny MacPherson.	Vince Buchan.	Blue.	As part of the Office 365 project, mobile access to Office 365 on approved OIC smart phones has been implemented.	Action complete.

3.5.7.

Objective 5.7: We will introduce and promote the use of cloud technologies to enhance our ICT offerings to customers and staff on an enhanced expanded local to cloud-based network infrastructure.

Future work towards this objective will be done as part of Objective 3.3 (the Office 365 project), and Governance Objective 2.1 above.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
5.7.1. Introduce appropriate cloud technologies.	Kenny MacPherson.	Thomas Aldred.	Blue.	OIC E-mail, for available accounts, is entirely hosted on the cloud via Office 365. Concerto, the major Infrastructure Management system in the Council is also cloud hosted.	Action complete.

3.5.8.

Objective 5.8: We will work with staff and partners in meeting their expectations and needs through identifying what systems and equipment are required, and we will improve efficiencies by identifying and removing redundant systems on our infrastructure

Work towards this objective will be done as part of Governance Objectives (technology standards) and Customer Focus Objectives (account management), as well as within projects under the Digital Strategy Delivery Plan (including those established under the CR06 Modernising IT Change Review).

3.5.9.

Objective 5.9: We will use opportunities within the ICT team to train staff to cover across more than one system, thus moving away from the risk inherent in specialised, singleton posts.

Action.	Owner.	Lead.	BRAG.	Progress July 2017 – August 2018.	Next Steps.
5.9.1. Ensure more than one member of IT staff is trained and allocated to provide support for each supported system.	Hayley Green.	Kenny MacPherson.	Green.	All outstanding recruitment completed, and staff have been assigned to support systems and infrastructure. Work is underway to ensure that sufficient staff have the skills and experience to cover the support of all main systems and infrastructure. Training courses, including by external providers, have been delivered to staff, with more planned.	Continue to review training needs for staff so they can pick up these responsibilities and develop their skills on an ongoing basis.

3.5.10.

Objective 5.10: We will ensure our ICT infrastructure represents value for money and supports the council's business objectives, including the objectives in the Digital Strategy.

Work towards this objective will be done as part of Governance Objective 3.3 above.

3.5.11.

Objective 5.11: We will improve our change management processes and publicise our forward schedule of change to keep staff and customers informed.

Action.	Owner.	Lead.	BRAG.	Progress September 2018 – March 2019.	Next Steps.
5.11.1. Establish internal IT change management processes.	Hayley Green.	Kenny Macpherson.	Blue	ICT have a regular Change Management meeting, for core systems and infrastructure.	Action complete.
5.11.2 Implement change management processes for the Concerto property management system	Hayley Green.	Kenny MacPherson / Alex Rodwell.	Green	Consultation and planning with Concerto users and system administration staff is underway. The change control process has been drafted and shared with the Concerto team.	Implement change management for the Concerto system.
5.11.3 Design change management arrangement for core corporate, and other sensitive and major, systems.	Hayley Green.	Kenny MacPherson / Alex Rodwell.	Green	A Change Management processes for cross-service, business critical systems is under development. Proposals to establish officer-level Digital Applications Administration and Digital Strategy Delivery Groups (DAAG and DSDG) will include change management arrangements.	Establish DAAG and DSDG. Plan change management arrangements for core corporate and other sensitive and major systems.

3.5.12.

Objective 5.12: We will ensure that our data holdings are secure, accurate and available to services to derive maximum value from the data we hold.

Work towards this objective will be done as part of Customer Focus Objective 3.1 and above.

3.6. Communication with Users

We will communicate effectively with our customers, partners and staff, and where appropriate with citizens of Orkney and visitors; we will find way continuously to improve our services, especially when resources are limited.

3.6.1.

Objective 6.1: We will continuously improve the Council's digital communications infrastructure and encourage its use, through providing facilities to support Council employees and customers to work and interact in a more flexible and mobile way, supporting sustainable communities.

Work towards this objective will be done as part of other objectives above, especially Governance Objective 2.1 and all Customer Focus Objectives above.

3.6.2.

Objective 6.2: We will introduce and promote digital document and record management to support effective, secure document creation and storage

Work towards this objective will be done as part of Digital Workforce Objective 4.1 above.

3.6.3.

Objective 6.3: We will ensure easy access for staff and customers to information and meet our legislative data management requirements.

Work towards this objective will be done as part of Cyber Security Objectives and Customer Focus Objectives above.

3.6.4.

Objective 6.4: We will roll out enhanced desktop communications tools in keeping with our Office 365 digital and governance strategies, as and when available, e.g. video, email, instant messaging, telecommunications, document and records management

Work towards this objective will be done as part of Customer Focus Objective 3.1 above.

3.6.5.

Objective 6.5: We will review our use of technology and work towards using systems that are used by others, where possible

Work towards this objective will be done as part of Governance Objective 2.3 above.

3.6.6.

We will work proactively with partner organisations and other councils to achieve the best fit technologies for our customers, and so that we do not re-invent the wheel; this will include support for the 'Empowering Communities' programme.

Work towards this objective will be done as part of other objectives above, especially Governance Objective 2.3.

3.6.7.

We will improve fault reporting, ICT status information and staff communications through the ICT Helpdesk, Customer Services announcements, and creation of staff self-help.

Work towards this objective will be done as part of Customer Focus Objective 3.5 above.