Item: 7

Asset Management Sub-committee: 3 November 2020.

Information Technology Strategy Delivery Plan.

Report by Executive Director of Development and Infrastructure.

1. Purpose of Report

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

2. Recommendations

The Sub-committee is invited to scrutinise:

2.1.

Progress made in implementing the Information Technology Strategy, 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 has begun.

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 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 the Council complying with governance and scrutiny 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

No financial implications arise directly from this report which presents the Information Technology Strategy Delivery Plan for scrutiny.

7. Legal Aspects

Regularly monitoring the progress made in implementing the Information Technology Strategy as outlined in the updated 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 September 2020.

Annex 1.

Information Technology Strategy Delivery Plan: 2017 to 2020

1. Purpose

1.1.

This Delivery Plan provides information on progress up to the end of September 2020 on delivering each of the objectives of the Information Technology (IT) Strategy. It also aims to report on all work being planned up to and including 2020 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 Council's Digital Strategy is now formally under review with the original intention being that it would be considered by elected members in June 2020. However, due to the reduction in Council meetings due to Covid-19 this did not happen and will need to be rescheduled into a future committee cycle. The Scottish Government formally opened consultation on their refreshed Digital Strategy in October 2020, with a closing date for comments of the end of December 2020. OIC's Digital Strategy will now be updated following the final publication of the updated Scottish Government Digital Strategy. 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. Where appropriate, an indication is given about where to find more information about the project or workstream.

2.7

The next iteration of the IT Strategy will need to be delivered with an eye on the very different landscape that the response to the COVID-19 pandemic has created.

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 maximise the benefits to the Council and its citizens.

3.1.1.

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

Action.	Owner.	Lead.	BRAG.	Current position, September 2020	Next Steps.
1.1.1. Cyber Essentials accreditation.	Hayley Green.	Tony Whenman.	Blue.	Cyber Essentials Plus was achieved in April 2019, on schedule. It was agreed by ISPB in June 2020 that we would focus security accreditations on PSN.	Action suspended.

3.1.2.

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

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
1.2.1.	Hayley Green.	Tony Whenman.	Green.	PSN reaccreditation achieved in August 2019.	

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
Public Services Network (PSN) accreditation.				External Assessment for Accreditation in 2020 completed and findings reported back to OIC in September 2020. Response and submission now in progress	Complete submission with remediation plan and address recommendations for any remediation.

3.1.3.

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

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020.	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. Very early internal discussion has started on options around the end of SWAN contract. Proposals will be brought to a future ISPB.	Action Complete.
1.3.2. Implement joint systems	Hayley Green.	Kenny MacPherson.	Blue	Stabilisation of PARIS is complete. NHS Orkney has reviewed its requirements for a case management system and is	No further action.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020.	Next Steps.
with NHS Orkney.				considering options, including looking at systems other than PARIS.	
1.3.3. Identify opportunities for joint systems with other partners.	Hayley Green.	Kenny MacPherson.	Green.	First project established, which will be to provide co-location of NHSO staff Primary Care team in OIC premises. Additional fibre network capacity has now been installed between School Place and NHS Orkney. Deployment of Primary Care Team into School Place (Paterson Building) has not commenced due to working from home/ COVID-19 arrangements and priorities. Work on Disaster Recovery site mutual colocation in progress.	Implement co-location facility and infrastructure and plan the necessary arrangements to ensure this complies with all requirements. Target date is revised to December 2020.

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.	Current position, as at September 2020	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 courses for all staff, now delivered through iLearn. Close co-operation between Information Security Officer and Information Governance Officer, within Information Governance Group and operationally.	
				Good discussions with Audit Scotland have been had about reissuing the Your Business At Risk self assessment before the end of 2020/21, which will be tailored to OIC circumstances and testing the areas of risk we have identified. However due to external factors (Brexit planning and COVID-19) it was agreed with Audit Scotland to defer this to Autumn 2020, but given the continued situation with regards to COVID-19, this may need to be deferred again.	Self-assessment to be carried out at a time still to be determined, in discussions with Audit Scotland.

3.1.5.

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

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
1.5.1. Identify and implement measures to participate in national intelligence sharing initiatives.	Hayley Green.	Tony Whenman.	Blue.	The Council's Information Security Officer is a member 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 Asset Management Sub-committee on delivery of Digital Strategy, ICT Strategy, ICT Asset Management Plan and ICT Capital Programme.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
2.1.1.	Hayley Green.	Kenny MacPherson.	Blue	Reports to Asset Management Sub-committee are being submitted at least	Action complete.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
Establish regular Asset Management Sub-committee reporting.				twice a year, either as stand-alone reports or included in broader financial reports.	

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.	Current position, as at September 2020	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.	Current position, as at September 2020	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.	This is now operational, the standard deployment tool is used to support all new devices that are delivered to OIC staff.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
				Over the last 15 months the focus has been on Windows 10 and making sure that the build deployed is standardised. The benefit of this is that security patching is faster and management of security is simplified.	Action complete.
				There are only 7 devices in OIC corporate network still using Win 7 and all other (approx 800) or so workstations are Windows 10. These final Windows 7 systems have essential roles (HomeCare, Quarry etc).	Target date for completion of this will depend on availability of replacement 3rd party software.
				There are issues with the OIC group policy configuration that have been identified by our Microsoft365 external partner, which are a legacy of earlier attempts to implement now-defunct PSN requirements which impact the successful deployment of new initiatives – most recently the Azure remote access to systems whose completion was hindered. Developing a better standard for Active Directory, Group Policy and InTune configuration has been identified as a priority.	Commence a series of works to architect/ remediate these areas (AD/Group Policy/InTune) in line with Microsoft Best Practice as described by their "Modern Workplace" standard.

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.	Current position, as at September 2020	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.
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 in Spring 2019. 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.	Current position, as at September 2020	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, and all feedback from the Digital Maturity Assessment has been incorporated.	This element is complete.
				Development and implementation of a more systematic set of user engagement processes have been developed.	Implementation plan to be signed off. Target for implementation revised to December 2020.

3.3.3.

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

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
3.3.1. Microsoft 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.	

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
				Teams now deployed and in operational use. OneDrive deployed and in operational use. Remote access to email, Teams and OneDrive deployment completed.	
				Azure Application Proxy (AP) identified as the preferred approach to remote access to OIC IT systems and ready for initial deployment.	Complete roll out of Azure AP.
				Presentation on a New Intranet completed in July 2020. Funding for development of a New Intranet has been agreed and work now underway to develop the pilot site. The pilot site will include HR, IT.	Pilot New Intranet site.
				Establishment of governance and training on Microsoft 365 in progress.	Continue establishment of Governance for Teams by December 2020.

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.	Current position, as at September 2020	Next Steps.
3.4.1.	Hayley Green.	Kenny MacPherson.	Blue.	The ICT Service Charter was originally approved by the ISPB in June 2016, and reviewed by the ISPB in June 2019.	Action complete.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
Review IT Service Charter.					

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.	Current position, as at September 2020.	Next Steps.
3.5.1. Update IT Service Desk System.	Hayley Green.	Kenny MacPherson.	Green.	Significant work done on this over the last 9 months, with a focus on the monitoring and alerting side of the systems.	Complete the update of the IT Service Desk system. By December 2020.

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.	Current position, as at September 2020	Next Steps.
3.6.1. Identify IT Account Managers.	Hayley Green.	Kenny MacPherson.	Green.	IT Staffing Plan completed, and all vacant permanent posts are now filled, subject to normal operational changes.	Begin to build technology specialisms (rather than Account Managers) roles in IT. To be completed by end 2020 or as and when opportunities arise.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
					Establish the Digital Applications Administrators group, by December 2020.

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.	Current position, as September 2020	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. Discussions with the Change programme have confirmed that the O365 Champions will be offered the opportunity to become Digital Champions. All have been asked and none have refused.	Action complete. O365 Champions have been included in the Digital Champions network.

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.	Current position, as at September 2020	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.	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.	Current position, as at September 2020	Next Steps.
4.1.1. Provide IT support to the Electronic Document and Records	Hayley Green.	Vince Buchan.	Green.	Technical input to the EDRMS project continues to be provided.	Work to be completed as required in the EDRMS Project Plan.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
Management (EDRMS) project.					
4.1.2. Upgrade the PARIS system, and implement PARIS mobile.	Kenny MacPherson.	Sharon Williamson.	Green	Paris Upgrade is completed and the Oracle patching schedule is on target. Review of various team process mapping and training completed. Paris Mobile: Live with a pilot group of users, some connectivity issues still to be resolved before release to wider user group. New criteria for the Single Shared Assessment (Adult Services) and Interagency Referral Discussion (Children's Services) to be added to the mobile suite of available forms. Persons At Risk Database (PARD, including the Orkney Extended Framework) to be available in Mobile too. Core PARIS – PARD and VAF live. Core PARIS – CP Register now recorded on PARIS. Core PARIS - comprehensive review and update process underway, documentation and guides to support recording and users in Children's Services to support OHAC.	Criminal Justice build on hold until November 2020. Telecare – moving to PARIS IT/OHAC workgroup setup to progress. Responders are to have PARIS access and OHAC have identified resource for data migration from SharePoint. Basic process mapping and evaluation complete. Deliver access to PARIS via Azure for remote working by the end of Q3 2020. Data: Working towards data quality and statistical returns from PARIS across all departments with emphasis on Children's Services.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
				Paris Mobile Live with a pilot group of users, some connectivity issues still to be resolved before release to wider user group. Access to PARIS via Azure successful in test.	

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.	Current position, as at September 2020	Next Steps.
5.1.1. Embed processes for annual review of the ICT asset base.	Hayley Green.	Kenny MacPherson.	Blue.	The annual ICT Capital Replacement Programme supports this objective by ensuring timely replacement of priority core infrastructure.	Deliver 2020/21 ICT Capital Programme by 31 March 2021.
				The ICT Capital Replacement Programme for 2020/21 was approved by Council on 6 May 2020.	Action shown as complete as now Business as Usual.
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.	Current position, as at September 2020	Next Steps.
5.3.1. Disaster recovery pilot project.	Hayley Green.	Kenny MacPherson.	Green.	ISPB considered options at their meeting in December 2019. It was agreed to proceed with development of a physical Disaster Recovery space to be located at the new Balfour Hospital, with NHS Orkney to be offered space in the Bothy in return. Project Plan and Project Initiation Document now complete and solution identified with major manufacturer of Disaster Recovery services and working with procurement and finance to move forward to an award position.	Activate the Budget for this project, complete vendor selection and award by November 2020 with a view to implementation in December 2020.

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.	Current position, as at September 2020.	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 Microsoft 365 project, mobile access to Microsoft 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.	Current position, as at September 2020	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 Microsoft 365. Concerto, the major Infrastructure Management system in the Council is also cloud hosted. Libraries System also now operating on Microsoft 365 cloud.	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.	Current position, as at September 2020	Next Steps.
5.9.1. Ensure more than one member of IT staff is	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	Continue to review training needs for staff so they can pick up these responsibilities and

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
trained and allocated to provide support for each supported system.				cover the support of all main systems and infrastructure. Training courses, including by external providers, have been delivered to staff, with more planned. We have started to balance gaps in staffing with support from external providers and are using that to enhance skills and develop capabilities. As with many teams in OIC, the small size of the team is a limiting factor and there will always be some areas of risk. It is also important to recognise that IT involvement in functional areas (e.g. Benefits, Housing, Planning) is limited and for services to lead on.	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.	Current position, as at September 2020	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.	Amber.	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. Due to staffing changes within Development and Infrastructure, there has not been the progress on this that was anticipated. Discussions have been held on how to move this forward but there is not an agreed timescale at the moment. The vacant Concerto Admin has now been filled so this work can re-start.	Implement change management for the Concerto system, and agree plan for implementation with service.
5.11.3. Design change management arrangement for core corporate, and other sensitive and	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 by April 2021. Plan change management arrangements for core corporate and other sensitive and major systems.

Action.	Owner.	Lead.	BRAG.	Current position, as at September 2020	Next Steps.
major, systems.				Work on this has not progressed significantly and will require rescheduling.	

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 Microsoft 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.