

Item: 11

Asset Management Sub-committee: 30 August 2022.

Information Technology Strategy Delivery Plan.

Report by Corporate Director for Neighbourhood Services and Infrastructure.

1. Purpose of Report

To consider progress made on implementing 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 Appendix 2 to this report.

3. Background

3.1.

At its meeting held on 26 January 2021, the Asset Management Sub-committee recommended approval of the Information Technology (IT) Strategy, for the period 2021 to 2024.

3.2.

The updated IT Strategy, attached as Appendix 1 to this report for information, was developed following consultation with staff in all services and Elected Members.

3.3.

The Delivery Plan, attached as Appendix 2 to this report, covers the same period and has been created to ensure delivery of the IT Strategy.

4. Progress to Date

4.1.

Progress made in implementing IT Strategy is detailed in the Delivery Plan, attached as Appendix 2 to this report. There has been good progress across a number of projects.

4.2.

The Delivery Plan seeks to continue to:

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

4.3.

The Delivery Plan continues to work to the Strategy Group's actions under the following themes:

- Cyber Security.
- Governance.
- Customer Focus.
- Digital Workforce.
- Infrastructure and Systems.
- Internal and External Communications.

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

6.1.

This report does not attempt to quantify the resource requirements associated with the Information Technology Strategy Delivery Plan.

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, prioritised, and resourced as appropriate.

7. Legal Aspects

Regularly monitoring and updating the Information Technology Strategy Delivery Plan will help the Council to meet its statutory obligation to secure best value.

8. Contact Officers

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9. Appendices

Appendix 1: ICT Strategy 2021 – 2024.

Appendix 2: ICT Strategy Delivery Plan for 2021 - 2024.



Appendix 1

Information Technology Strategy 2021 to 2024

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Introduction

In the course of the previous ICT strategy covering 2017 to 2020, the Council's ICT environment has undergone significant levels of transformation and renewal, which has delivered improvements in capacity, capability, connectivity, and resilience.

Of greatest significance has been the adoption of Microsoft365 cloud services as one of the principal components of the technology platform. This delivered a stable and secure e-mail platform to support the Council's communications. Not only did this return major improvements in service availability, but it provided the platform to allow the Council to continue to operate through the 2020 Covid-19 pandemic, via the utilisation of secure, remote access and communications using Microsoft Teams.

The impact of the Covid-19 emergency is that previously normal practices have very quickly been superseded by the "new normal" and the public sector continues to understand and address these challenges as they continue to evolve. De-facto use of building and physical locations and local area networks is no longer adequate as many staff now work from home, from remote locations and offices.

While the emergency accelerated the shift to digital, this "Digital Shift" was already in progress. Service user expectation to engage with the Council through digital channels continues to increase but limitations in consumer connectivity in Orkney are still a constraining factor in progress and maintains a complementary demand for the traditional means of face to face and telephone.

This means that we must continue to support service delivery to match these demands, whilst at the same time recognising that for a good number of our customers, the more traditional methods are working well and need to be maintained.

We continue to provide cost effective secure ICT solutions for our staff and customers.

ICT, done well, reduces workloads, simplifies processing, supports better systems integration, and provides efficiencies.

Further to this, we will adopt a common approach to technology as much as is practical, so that solutions are repeatable, equipment is standardized, and economies of scale can occur by doing many things the same way as best we can. IT should not be a "pick and mix" solution and what works in one area should be broadly repeatable.

Simplifying IT sits at the heart of the successful adoption of digital solutions, ensuring good practice is well understood and ensuring secure practice. If it is hard to understand it is hard to support and hard to secure. IT needs to stay simple as far as practical.

Distributing this offering across the organisation and across the complex geography of Orkney is a growing demand, and meeting this need by providing an IT solution that is common, simple and everywhere underpins this strategy, along with the need to ensure and assure from a standpoint of privacy, security and governance.

We have established effective ICT governance, and an open communications approach, by regularly presenting our improvement plans to members and staff through news bulletins, seminars and committees. We have established an ICT culture of proactively asking for and listening to feedback on our services and have adopted a continuous improvement approach based on our customer's identified requirements.

This document outlines our direction, highlights our priorities and compliments our Digital Strategy. It reflects feedback from our consultations and aims at providing a strategy that will support a flexible modern agile approach to providing ICT services.

Cyber Security

Moving into the future, Orkney Islands Council will become increasingly dependent on the use of digital technologies to provide services and to communicate with its citizens. With the increase in the use of publicly visible technology, there is an increased risk of exposure to threats from criminal and other malicious parties. There has been a significant rise in the incidence of cybercrime in recent years with no signs of this trend abating. The Council must rise to the challenge of meeting this increased risk through implementation of strong security controls and raising staff awareness while at the same time enabling the use of innovative and progressive technological solutions where possible.

Cyber security is a term that encompasses the technological areas of Information Security and focuses on protective mechanisms and controls for ICT infrastructure and services. It is based on sections of the Information Security standard ISO27002 and the Cyber security standard ISO27032.

The purpose of the Cyber Security section within this Strategy is to 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.

Strategic Targets

- To adopt recognised standards to counteract cyber threats including the UK Government Cyber Essentials scheme.
- To implement suitable security controls to support efficient functioning of OIC ICT infrastructure.
- To develop co-operative connectivity with public sector and third sector bodies.
- To develop a culture of security by raising awareness of personnel to vulnerabilities, risks and threats from cyberspace and the need to protect information systems.
- To actively participate in national initiatives for sharing intelligence.

Governance

Good governance helps to ensure that investment in ICT delivers benefits to the wider community as well as addressing corporate and service objectives. Our local plan will take account of national and local initiatives and developments. We continue to work closely with colleagues in the NHS and we will seek opportunities to work with other Orkney based partners.

Together with other Scottish Councils including Highland Council, Moray Council, Argyll and Bute Council and Comhairle nan Eilean Siar, we are members of the Pathfinder North Project and we are also in Scottish Wide Area Network (SWAN). These partnerships provide a firm platform for deriving benefits from joint working, shared systems, and procurement.

Good governance requires us to be open and accountable. Feedback from stakeholders tells us that we need to explain our services and the value of changes to the business.

Strategic Targets

- Asset Management Sub-committee considers reports from ICT on a regular basis, including on the delivery of this Strategy, the ICT Capital Programme and the ICT Asset Management Plan.
- The Information Services Programme Board (ISPB) meets four times a year to review ICT Performance, consider significant change requests, agree the ICT Capital Programme and ensure strategic fit working with the Council's Asset Management Strategy.
- The Digital Member Officer Working Group will continue to meet as required and will include as part of their remit the need for effective ICT infrastructure and systems to support delivery of the outcomes in the Digital Strategy.

Customer Focus

What we do as a Council touches the lives of most people in Orkney. Much of the time it won't be noticed, which is how it should be. Our services are provided in the background, efficiently and there when they are needed. Our staff need ICT to support them in delivering these services. At the same time our customers have an increasing expectation to be able to use technology to interact with our services at a time and in a way that suits them.

Technology can be difficult to understand and use. ICT will use their expertise to work with Services to introduce ICT that has a stronger 'Customer Focus'. Any new system needs to meet the needs of our external and internal customers, with the design stage taking both into account as early as possible.

Strategic Targets

- ICT staff will continue to support the further development of the Customer Services Platform (CSP). This system provides an external internet-based service interface for our customers whilst providing staff with a platform to track and progress service requests efficiently.
- ICT will use feedback from customers and staff to deliver continuous improvements to our business processes.
- We will review our Service Charter and introduce new targets as appropriate to support our changing business needs.
- For staff, we will work with Customer Services to improve internal fault reporting and service delivery through the Service Desk, and make sure that all important information is communicated effectively and clearly to staff.
- For Services, we will continue to support and work with the Digital Champions network to shape our use of new digital technologies.
- We will encourage our stakeholders to work with the Digital Champions to discuss their issues and any planned ICT developments.
- Where available and appropriate we will use technology and user workshops to train and inform staff on our service technologies.
- We will concentrate on developing and updating user guidance with the aim to make our staff more technically independent on the systems they use.

Digital Workforce

Technology offers a tangible benefit to customers. ICT therefore needs to embrace emerging technology and deliver a service that meets our customer expectations. This also means supporting our workforce to develop their own digital skills and implementing hardware that supports a more digital workforce.

Staff currently use some inefficient paper-based processes that absorb both time and money needlessly. Along with staff and stakeholders, ICT needs to continue to streamline and improve these internal processes using available and emerging technologies and create a digitally educated and aware modern workforce. At the same time, and through effective implementation of service workforce planning, all teams have the opportunity to attract new staff who are likely to be more intuitive users of technology, and this will begin to tip the balance towards a more confident Digital Workforce.

Strategic Targets

- Support the introduction of new streamlined electronic processes and collaborative communications using available interactive technologies, such as Office 365, Electronic Document and Records Management System (EDRMS), CSP and many other available ICT solutions.
- Demonstrate leadership behaviour that supports and fuels a digital culture among staff and customers.
- Listen to and support staff on how 'to get the best', from these systems through providing pro-active knowledge bases.
- Advise on appropriate training using available browser based interactive platforms such as provided by partners, iLearn, ICT Helpdesk and all other available resources.
- Improve and develop our staff's digital competency.

Infrastructure and Systems

The Council's ICT assets, both physical and data, need constant maintenance and investment to ensure they remain fit for purpose and can fully support the Council's business objectives. These systems must be resilient, secure, available and enable improved public services whilst supporting innovation and change.

When ensuring resilience, consideration must also be given to responsible and careful arrangements around the supply and consumption of energy. Making use of such technologies as Cloud services, server virtualisation and remote collaboration and conferencing will assist in achieving a 'power light' collaborative green digital strategy.

One of the key themes of the recent digital transformation is the move "out" of the buildings and beyond the normal perimeters of the council's local area network. Therefore, there is a challenge to be met in the continuing established of a OIC network without walls that provides access to IT systems widely, flexibly, securely and responsively.

Continuing partnerships and collaboration with other councils has provided further opportunities to understand, enhance and improve our digital approach and overall network capabilities. Such partnerships as the Society of Council IT Managers (SOCITM), Pathfinder and SWAN along with our own locally implemented improvements have provided an understanding that we can apply to expanding and linking our digital network to our users throughout our islands, premises, and schools.

Furthermore, our partnerships in the public sector, especially across Orkney, and our relationship with the technology economy across the isles, will be of importance. While we cannot merge infrastructure and systems across discrete organisations, we will seek to enhance our partnership and digital collaboration.

Strategic Targets

- We will continue our existing activities to 'harden' our local core infrastructure to provide an accessible, secure, and stable ICT platform for existing and future systems requirements.
- Ensure that our network fully enables access to electronic resources such as the Scottish Educational Digital Network (GLOW) and supports Council employees working in more flexible and mobile ways, including widening access to the Intranet.
- Continue to develop the use of Cloud technologies to enhance our ICT offerings to customers and staff on an enhanced expanded local to cloud based network infrastructure.
- Work with staff and partners in meeting their expectations and needs through identifying what systems and equipment are required; improve efficiencies by identifying and removing redundant systems on our infrastructure.
- Ensure our ICT Infrastructure represents 'value for money' and supports the council's business objectives.
- Improve our resilience and disaster recovery infrastructure through the successful implementation of our ICT Disaster Recovery and Resilience Capital Programme, which includes partnership working with NHS Orkney.
- Ensure that our data holdings are secure, accurate and available to services to derive maximum value from the data we hold.

Internal and External Customer Communications

Effective communications between our customers, partners and staff is an essential ingredient to provide high quality Council services. Balancing security and data protection obligations, while providing good ways to collaborate with partner organisations in the public sector and Orkney economy will be a theme for our enhancements in our digital offerings.

Documentation and access to documentation forms an essential part of effective technology based interactive services. It provides information to customers and staff required to deliver services. We will continue to support the ongoing development of Records Management solutions and governance standards being applied across the Council's data holdings both on-premise and in the cloud, which will help us produce a robust documentation infrastructure, while meeting our green targets.

Strategic Targets

- 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.
- Introduce and promote digital document and record management to support effective, secure document creation and storage.
- Ensure easy access for staff and customers to information and meet our legislative data management requirements.

- Continuously improve our use of technology and work towards using systems that are used by others
- Work proactively with partner organisations and other councils to achieve the best fit technologies for our customers - do not re-invent the wheel.
- Assist Customer Services to improve the way we work and communicate with our customers. Continuously review the way we collect staff and customer feedback through surveys and providing information on our activities and plans to our customers and staff.
- Continue to develop our ITIL processes around IT support in incident management, service management, problem management, change management and asset management, including the creation of staff 'self-help'.

Delivery of the Strategy

Each key aspect of this Strategy will be allocated to a lead officer within the IT Management Team and they will be responsible for preparing a Delivery Plan to demonstrate how each of the Strategic Targets will be delivered.

These Plans will set out the operational targets, resources required and performance indicators to demonstrate improvement.

Scrutiny of this Delivery Plan will be through regular (twice a year) reports to the Information Services Programme Board (ISPB) and the Asset Management Sub-committee.

Information Technology Strategy Delivery Plan: 2021 to 2024

1. Purpose

1.1. This Delivery Plan provides information on progress up to August 2022 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 2024 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 January 2021. Both the IT Strategy and the Digital Strategy are closely related, and both relate to the delivery of improvements to Council information systems.

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 core strategic priorities: Digital Communities and Wellbeing, A Digital Islands Community, and Digital Local Government and Services.

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.

Objective 1.1: We will implement suitable security controls to support efficient functioning of OIC ICT infrastructure.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
1.1.1. Public Services Network (PSN) accreditation.	Kenny MacPherson	Tony Whenman	Amber	External Assessment for accreditation in 2022 has been completed and findings reported back to Council in May 2022. Response and initial submission now in progress.	Complete submission with remediation plan and address recommendations for any remediation required.

Objective 1.2: We will develop co-operative connectivity with public sector and third sector bodies.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022.	Next Steps.
1.2.1. Implement Pathfinder North services.	Kenny MacPherson	Vince Buchan	Amber	Orkney Islands Council has taken an active role as a partner in the Pathfinder North partnership of local authorities which is responsible for delivery of The Scottish Wide Area Network (SWAN) used by many councils and public sector organisations. The current service delivers connectivity to the Council Headquarters and other	Discussions ongoing at the SWAN management board with Pathfinder North partners on their progress in procuring a replacement contract (SWAN2).

Action.	Owner.	Lead.	BRAG.	Current position, August 2022.	Next Steps.
				<p>Council sites (mainly outside Kirkwall and Stromness).</p> <p>The national contract for SWAN is due to end in 2023 and the procurement process for a successor (SWAN2) is in progress at a national level, with participation by Pathfinder North in relation to the procurement of the new contract.</p> <p>Partners (including Orkney) are considering what the options arising from the process will be and what participation they will take.</p> <p>Proposals will be brought to a future meeting of the Information Services Programme Board (ISPB).</p>	
1.2.2. Implement joint systems with NHS Orkney.	Kenny MacPherson	Thomas Aldred	Amber	<p>Health and Social Care Teams in Orkney Health and Care from both the Council and NHS Orkney have access to the Health & Social Care Case Management System "PARIS".</p> <p>A programme of work has been developed and has been executed to improve the functionality and capability of the system and to roll out this solution to more teams within Orkney Health and Care – including further NHS teams who currently do not have features and functionality within the system.</p>	<p>Configure network to permit NHS devices access to PARIS.</p> <p>One of the main preconditions to a number of improvements includes a major version upgrade to the newest version.</p> <p>This will be followed by a major body of work to develop the processes and rollout of these to</p>

Action.	Owner.	Lead.	BRAG.	Current position, August 2022.	Next Steps.
				<p>Recent progress has included improvements in secure document access and significant work on ensuring the quality of data stored within the system as part of Children's review.</p> <p>NHS staff using NHS devices within School Place require access to the PARIS system.</p>	<p>new and current teams in OHAC who use or require to use PARIS.</p> <p>Also a solution is required to allow access to NHS systems via NHS Orkney's network from School Place.</p>

Objective 1.3: 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, August 2022	Next Steps.
1.3.1. Identify and implement measures to develop a culture of security.	Kenny MacPherson	Tony Whenman.	Blue.	<p>Information Governance Group owns and maintains standards.</p> <p>Use of regular all staff bulletins and email alerts to educate and inform.</p> <p>Information Security Officer developed content for mandatory online training courses for all staff, now delivered through iLearn.</p> <p>Close co-operation between Information Security Officer and Information Governance Officer, within Information Governance Group and operationally.</p>	Action Complete.

Objective 1.4: We will actively participate in national initiatives for sharing intelligence.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
1.4.1. Identify and implement measures to participate in national intelligence sharing initiatives.	Kenny MacPherson	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.

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

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
2.1.1. Establish regular Asset Management Sub-committee reporting.	Kenny MacPherson	Thomas Aldred	Green	Reports to Asset Management Sub-committee are being submitted at least twice per annum. The reports will contain details of progress made with regard to the ICT Strategic delivery plan.	As a review of the IT Asset base has recognised that Corporate Replacement funding is not sufficient to meet the objectives of the ICT Asset Management

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
					Plan a report is being developed and will be brought to Policy and Resources Committee when completed.

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, August 2022	Next Steps.
2.2.1. Establish regular IT performance reporting.	Kenny MacPherson	Thomas Aldred	Green	Reports to the Information Services Programme Board are submitted quarterly, and then cascaded to Extended Corporate Leadership Team. Work is in progress to develop better, clearer information using dashboard reporting and Key Performance Indicators (KPI) monitoring, via technologies within Microsoft 365.	Develop further use of graphical reporting tools and analytics to use in operational service reports.

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

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
2.3.1. Establish technology standards	Kenny MacPherson	Thomas Aldred/Tony Whenman	Green	National Cyber Security Centre (NCSC) guidance and Security Architecture Patterns are considered in the implementation of new infrastructure.	Ongoing improvements.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
using external advice.				Over the last 18 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.	
2.3.2. Establish technology standards using software tools	Kenny MacPherson	Thomas Aldred	Green	Developed third party software tools on the corporate network to automate software program deployment and updates to ensure technology and security standards are maintained. It is now seen that similar systems and procedures should be implemented in the schools' infrastructure environment.	Corporate systems are complete. Education systems to be implemented.

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.

Objective 3.1: We will use feedback from customers and staff to deliver continuous improvements to our business processes.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
3.1.1. Establish processes to use feedback from users to	Kenny MacPherson.	Thomas Aldred	Green	Helpdesk team picks up and listens to feedback from users and problem solve issues when required.	Continue to use feedback from users to improve IT processes. This will include use of automated systems.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
improve IT processes.					

Objective 3.2: We will implement collaborative technologies such as Office 365.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
3.2.1. Microsoft 365 project – corporate networks	Kenny MacPherson	Vince Buchan.	Green	All devices in the Council’s corporate network now use Microsoft 365 for E-mail, Teams, OneDrive and SharePoint as well and Office applications for both inhouse and remote working. Email protective marking has also been fully deployed to all staff who have an O365 account. Establishment of governance and training on Microsoft 365 in progress.	Next steps are to develop further the adoption and use of Microsoft 365 including deeper leverage of the features available and wider use of features not yet adopted.
3.2.2. SharePoint Intranet Site	Kenny MacPherson	Vince Buchan	Green	The Council’s new Intranet site, which is architected upon SharePoint, was launched in March 2021 and is operational. Further continuous development will be implemented as and when required.	Initial setup and implementation complete. New sites developed as requested including the rollout of SharePoint to Schools.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
3.2.3. Microsoft 365 project – corporate networks deployed to schools	Thomas Aldred	Vince Buchan	Green	Trials are underway where School Management Teams, Administrative and Guidance staff in schools are migrated to the same Microsoft Office 365 system used within the Council. This will make the process to share ‘official sensitive’ data via email and teams between School and OIC corporate staff over the secure accredited Microsoft 365 system used inside the Council network.	Network is prepared in readiness, deployment to commence shortly with limited trials initially.

Objective 3.3: We will review our Service Charter and introduce new targets as appropriate to support our changing business needs.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
3.3.1. Review IT Service Charter.	Kenny MacPherson	Thomas Aldred	Blue.	The ICT Service Charter was originally approved by the Information Services Programme Board in June 2016 and reviewed in June 2019.	Action complete. However regular reviews to ensure the ICT Service Charter meets requirements.

Objective 3.4: We will work to improve internal fault reporting and service delivery through the use of various software tools to ensure that important information is communicated effectively and clearly.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
3.4.1. Improve reporting and communication of reporting using modern tools	Kenny MacPherson	Thomas Aldred	Green.	Reporting software enables data to be visualised clearly and understood better via dashboards and reports. Microsoft's Power BI platform has been piloted to highlight key information gained from the ICT service desk software and the cybersecurity risk reporting software tool to ensure important information is clear. Outputs are detailed in the quarterly reports to the Information Services Programme Board.	Processes complete. Assess other systems used in OIC that could benefit from this.
3.4.2. Cybersecurity Reporting	Kenny MacPherson	Tony Whenman	Blue	Cybersecurity risks are monitored and reports for both the server and desktop/laptop systems are delivered on a weekly basis and reports generated are communicated to relevant IT staff for immediate software updates to mitigate software vulnerabilities.	Process complete, actions are ongoing.

Objective 3.5: 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, August 2022	Next Steps.
3.5.1. Identify IT technology specialism teams.	Kenny MacPherson	Thomas Aldred	Green.	IT specialist Team Leader roles are clearly visible and defined enabling proactive communication with stakeholders enabling effective action being taken on feedback received.	Recruitment exercises to fill three vacant posts.

Objective 3.6: 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, August 2022	Next Steps.
3.6.1. Creation of video files within MS Teams for training purposes	Kenny MacPherson	Thomas Aldred	Green	Work is underway to trial the recording of Teams sessions as a resource to be used in specific application areas. Initial trials are being undertaken particularly for the use of key applications such as the Orkney Health and Care case management system in advance of an upgrade that will deliver new features.	Training videos are being created on the OHAC case management system for staff.

Objective 3.7: 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, August 2022	Next Steps.
3.7.1.	Kenny MacPherson	Ray Groundwater	Green.	Guidance is issued to staff as and when needed, generally when a project moves into the delivery phase.	SharePoint site to house all guidance in a user-friendly way.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
Develop and update user guidance.					

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.

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, August 2022	Next Steps.
4.1.1. Provide IT support to the Electronic Document and Records Management (EDRMS) project.	Kenny MacPherson	Vince Buchan.	Green.	Technical input to the Electronic Document and Records Management System (EDRMS) project continues to be provided. This project is led by Improvement and Support.	Work to be completed as required in the EDRMS Project Plan.
4.1.2. Support upgrade the Orkney Health & Care case	Thomas Aldred	Sharon Williamson / Ross Sutherland	Green	A major version upgrade of the Orkney Health and Care case management system is required. This is to include a server refresh. IT are working closely with the Improvement and Support service to ensure correct	Infrastructure is ordered and delivery is imminent.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
management system.				infrastructure is in place and supported for new version of the system.	
4.1.3. Upgrade of Housing system	Thomas Aldred	Ross Sutherland	Green	The system used by the Housing Service requires a major update both in application and database software. IT are working with the vendor to plan an upgrade path for a successful implementation.	Detailed procedures are being obtained and implementation plans drawn up.

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.

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

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	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. The ICT Capital Replacement Programme for 2022/23 was approved by Council March 2022.	Deliver 2022/23 ICT Capital Programme by 31 March 2023. Action shown as complete as now Business as Usual.
5.1.2. Benchmark IT performance and establish appropriate	Kenny MacPherson	Thomas Aldred	Blue.	An IT Benchmarking exercise was done, by SOCITM, with input from Council IT staff and others. A set of Key Performance Indicators has been established and reported on regularly	Action complete.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
performance indicators.				to the Information Services Programme Board.	
5.1.3. Develop and deliver the IT recovery projects which were allocated one-off funding.	Kenny MacPherson	Thomas Aldred	Green	On 21 December 2021, when considering the allocation of one-off funding towards a series of projects considered to provide excellent recovery prospects from the COVID-19 pandemic, the Policy and Resources Committee recommended the allocation of funding to a series of recovery projects, which included one-off allocations towards IT related matters.	Procurement underway for many of the spending programmes.

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.

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

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
5.3.1. Disaster recovery project.	Kenny MacPherson	Thomas Aldred	Amber.	ISPB considered options for a disaster recovery location to house IT infrastructure to ensure protection of Council data in the event of a total loss of the Council's main data centre. Infrastructure has been procured and implemented and a new data centre at Marine Services, Scapa has been created and is nearing completion. Once this is complete the Disaster Recovery infrastructure will be installed in that new	Construction of disaster recovery data centre underway. Develop a series of iterative disaster recovery tests and conduct exercises to assess these.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
				site connected back to School Place via the Council's optical fibre infrastructure. This was expected to complete in 2021 but was delayed due to a change of location.	Identify any further gaps and opportunities for improvement.
5.3.2 Immutable backups	Thomas Aldred	Ross Sutherland	Green	Installation of an enhanced backup solution designed with measures to protect against ransomware cyberattacks is underway at both the main Council datacentre and the disaster recovery data centre at Marine Services, Scapa. This will add an additional layer of protection to systems and data if an attack was orchestrated against the Council.	Ongoing installation and setup of new backup infrastructure underway with optimisation of backups being undertaken.

Objective 5.4: We will support the innovation 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.

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.

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, August 2022	Next Steps.
5.6.1. Upgrade network capacity for access to cloud systems.	Kenny MacPherson.	Thomas Aldred.	Green	Network capacity has been upgraded to meet increased demands for access to cloud-based systems.	Action complete. But continue to review new system requirements.
5.6.2. Upgrade core networking infrastructure to ensure bandwidth capacity across network	Kenny MacPherson	Thomas Aldred	Green	Core network Infrastructure is currently within bandwidth requirements for Council services.	Continue to review.
5.6.3. Make use of R100 infrastructure to enhance rural Wide Area Network (WAN) connections	Kenny MacPherson	Thomas Aldred	Amber	Make use of the Scottish Government R100 infrastructure as and when it becomes available to enhance rural Wide Area Network (WAN) connections where suitable.	Continue to review.

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.

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
5.7.1. Introduce appropriate cloud technologies.	Kenny MacPherson.	Thomas Aldred.	Green.	Council E-mails, for available accounts, is entirely hosted on the cloud via Microsoft 365. Reviews are undertaken for all Council systems when major upgrades are required.	Ongoing.

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).

Action.	Owner.	Lead.	BRAG.	Current position, August 2022	Next Steps.
5.8.1. Introduce appropriate cloud technologies.	Kenny MacPherson.	Thomas Aldred.	Green.	Council E-mails, for available accounts, is entirely hosted on the cloud via Microsoft 365. Reviews are undertaken for all Council systems when major upgrades are required.	Ongoing.

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, August 2022	Next Steps.
<p>5.9.1. Ensure more than one member of IT staff is trained and allocated to provide support for each supported system.</p>	<p>Kenny MacPherson</p>	<p>Thomas Aldred</p>	<p>Green</p>	<p>Recruitment to specialised roles is proving difficult with one critical post not being filled. IT are working with HR to find alternative avenues for filling posts. We have therefore started to balance gaps in staffing with support from external providers and are using that to enhance skills and develop capabilities of IT staff.</p> <p>Five members of IT staff are undergoing certificated training in specialised areas to allow for staff progression to management to be effective.</p> <p>Work is underway to ensure that sufficient staff have the skills and experience to cover the support of all main systems and infrastructure.</p> <p>Training courses, including by external providers, have been delivered to staff, with more planned.</p> <p>As with many teams in the Council, 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 (for example Benefits, Housing, Planning) is limited and for services to lead on.</p>	<p>Continue to review training needs for staff so they can pick up these responsibilities and develop their skills on an ongoing basis.</p>

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.

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, August 2022	Next Steps.
5.11.1. Establish internal IT change management processes.	Kenny MacPherson	Thomas Aldred	Blue	ICT have a regular Change Management meeting, for core systems and infrastructure.	Action complete.
5.11.3. Design change management arrangement for core corporate, and other sensitive and major, systems.	Kenny MacPherson	Alex Rodwell.	Green	A Change Management process for cross-service, business critical systems is under development. IT are working closely with Improvement and Support to ensure major/sensitive systems are upgraded in a controlled manner using recognised change and project management methodologies.	Plan change management arrangements for core corporate and other sensitive and major systems.

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.

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.

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.

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.

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.

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.

Objective 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.

Objective 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.