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 our 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 July 2017 – August 2018	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 possible 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 July 2017 – August 2018	Next Steps
1.2.1 Public Services Network (PSN) accreditation.	Hayley Green.	Tony Whenman.	Blue for 2018. Green for 2019.	PSN accreditation work has been undertaken, over the last 3-4 years, to achieve or maintain the Council's PSN accreditation. 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 • Other aspects of ISO 27001, as necessary and appropriate. Submission of PSN Accreditation for 2018/19 was made on 30 April 2018.	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).

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
				Following remediation actions taken, the PSN connection compliance certificate was issued on 1 August 2018.	

3.1.3.

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

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	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.	We have worked with NHS Orkney as arrangements are made to commission the new Balfour Hospital, to provide secure physical access to OIC infrastructure around Kirkwall. This includes fibre routes and trunking, and technical areas at the	This work will continue, as the new Balfour Hospital is commissioned, and opportunities for further improvements are identified in how PARIS

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
				Orkney Library and Archive building, and elsewhere. Work has been done to stabilize and continue to securely share the PARIS case-management system with OHAC staff employed by both OIC and NHS Orkney.	can best be used by OHAC staff employed by OIC and NHS Orkney.
1.3.3. Identify opportunities for joint systems with other partners.	Hayley Green.	Kenny MacPherson.	Green	Work to identify 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.	Further define and document our approach to this work and establish appropriate projects.

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 July 2017 – August 2018	Next Steps
1.4.1. Identify and implement measures to	Hayley Green.	Tony Whenman.	Green.	Information Governance Group owns and maintains standards.	Complete work on the Your Business At Risk self-assessment, with

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
develop a culture of security				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. Started work on Your Business At Risk self-assessment, with Audit Scotland	Audit Scotland, by October 2018. Timescale here is dependent on Audit Scotland providing OIC with sight of the draft questions by the middle of September.

3.1.5

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

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
1.5.1. Identify and implement measures to participate in national intelligence	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.	Action complete.

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
sharing initiatives				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.	

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 July 2017 – August 2018	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.	Ensure that regular reports continue to be submitted to the Sub-committee and ensure that existing performance reporting arrangements for the IT service adequately monitor this.

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 July 2017 – August 2018	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 July 2017 – August 2018	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.	Define and implement a wider set of infrastructure and technology governance standards, including value for money, fitness for purpose, resilience and partnership working considerations.

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.
3.1.2. Support the design of databases to support the Customer Services (CSP) project	Kenny MacPherson.	Steve Bacon.	Green.	• Supporting ("tactical") databases designed. • Strategic data warehouse requirements identified. • Options presented to the ISPB. • ISPB approved the option of procuring a design report.	Assist in the completion of the design report procurement, and consider further action. See Digital Strategy Action Plan (or CSP project documentation)

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
				• Technical advice and support to the design report procurement continues to be provided.	for details of the overall project.

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 July 2017 – August 2018	Next Steps
3.2.1. Establish processes to use feedback from users to improve IT processes	Hayley Green.	Kenny MacPherson.	Green.	• An Office 365 Champions group has been established, which includes volunteers from each service, willing to be a reference and testing group, as required and appropriate, for innovations proposed and introduced by the Office 365 project. • IT-user consultation sessions have been done on both the Office 365 Project, and on wider IT strategic issues. • The processes in place for the ISPB to monitor IT service performance allow for feedback from Heads of Service.	Development and implementation of a more systematic set of user engagement processes.

3.3.3.

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

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
3.3.1. Office 365 upgrade project.	Hayley Green.	Vince Buchan.	Green.	• Office 2016 upgrades and Office 365 email migrations to the Cloud complete for all available accounts. • An upgrade of hardware and software in the Marine Services service has been done, as an exemplar of mobile working. This has involved the Harbour Master, and a total of 17 staff, mainly based at Scapa . • Skype for Business has been introduced to a group of approximately 50 users in all services, for testing and piloting. Following very positive feedback from this group, planning for deployment of SfB across the Council underway, with support of SfB being transferred from IT project staff to IT operational staff. • Work on testing and planning the implementation of email protective marking continues.	• Complete planning and implementation tasks for Skype for Business, and implement and Email Protective Marking, by December 2018. • Define, plan and initiate further technically-focussed projects to bring more Office 365 features into operation. See the Digital Strategy Delivery Plan for details of projects aiming to use new features of Office365 to improve processes within services, as appropriate.

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 July 2017 – August 2018	Next Steps
3.4.1. Review IT Service Charter.	Hayley Green.	Kenny MacPherson.	Green.	The ICT Service Charter was approved by the ISPB in June 2016. The Head of IT and Facilities is reviewing the Service Charter.	Receive initial comments on the Charter from consultees and complete the review of the ICT Service Charter. The Head of IT and Facilities will report on this matter to the ISPB in December 2018.

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 July 2017 – August 2018	Next Steps
3.5.1. Update IT Service Desk System.	Hayley Green.	Kenny MacPherson.	Green.	While the Service Desk is effective in logging calls and managing changes, there is a need to update it to support better analysis, and communication with users.	Update the IT Service Desk system.

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 July 2017 – August 2018	Next Steps
3.6.1. Identify IT Account Managers.	Hayley Green.	Kenny MacPherson.	Green.	In order to free resources to devote to IT Account Management roles (and for other reasons) an IT Staffing Plan was produced, and has been mostly implemented. As a result, all staff currently in post have permanent contracts. There are two G6 vacancies, and recruitment to those posts is underway. Members of the Office365 Champions group are currently acting as first points of contact with users in their area. In parallel with defining IT Account Management roles, work has been done on defining the membership and remit of a Digital Applications Administrators group, and on how this and other groups can effectively contribute to the management of IT and process changes arising as a result of IT and Digital projects.	Complete the implementation of the IT Staffing Plan by completing the recruitment currently underway. Begin to build Account Management roles in IT, and work to further develop the Office 365 Champions group, and to 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 July 2017 – August 2018	Next Steps
3.7.1. Establish and engage Office 365 Champions in the Office 365 project.	Hayley Green.	Sweyn Hunter.	Green.	The Office 365 Champions group has been fully involved in the Office365 project, workshops have been held and regular briefings produced.	Continue to ensure that users in all services are appropriately represented in the ongoing Office 365 projects, and similar work. Consider the future use of the Office 365 Champions group, including training and supporting them to deliver more technical support to staff

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.	Research on and review of existing user guidance has started.	Guidance will be 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. Office 365 Champions will continue to be offered additional training to further develop their role as embedded experts within their Services.

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 July 2017 – August 2018	Next Steps
4.1.1. Provide IT support to the Electronic Document and Records Management (EDRMS) project.	Hayley Green	Kenny MacPherson	Green.	In preparation for establishing the EDRMS project, training was delivered on SharePoint to create a skilled cohort within OIC, including IT staff. Technical input to the project brief and other preparatory work in initiating 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.	Green.	A PARIS Development Group, consisting of representatives from all appropriate Orkney Health and Care services and IT staff has overseen a major update of PARIS and the planning and testing of new PARIS mobile components.	Complete the implementation of PARIS mobile by December 2018. Support further assessment of more

Action	Owner	Lead	BRAG	Progress July 2017 – August 2018	Next Steps
					effective use of 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 July 2017 – August 2018	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. Asset Management Sub-committee approved the 2018/19 ICT Capital Replacement Programme in May 2018.	Review the 2019/20 ICT Capital Replacement Programme in January 2019. Deliver 2018/19 ICT Capital Programme by 31 March 2019.
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 July 2017 – August 2018	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 July 2017 – August 2018	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.	Review improvements to capacity, and plan any further work required. Implement mobile access to email on approved OIC laptop computers.
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. Work is underway to provide similar access to more applications, on smart phones and approved OIC laptops.	Action complete. This work will be completed as part of the Office 365 project, see Objective 3.3 above.

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 July 2017 – August 2018	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 MacPerson.	Green.	An IT Staffing Plan has been produced, and has been mostly implemented. All staff have permanent contracts. There are two vacant posts, and recruitment to those posts is underway. Work is underway to ensure that sufficient staff have the skills and experience to cover the support of all main systems and infrastructure.	Complete outstanding recruitment. Complete work on assigning staff to support systems and infrastructure Review training needs for staff so they can pick up this responsibility.

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 July 2017 – August 2018	Next Steps
5.11.1. Establish internal IT change management processes.	Hayley Green.	Kenny MacPerson.	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.