Digital Strategy Delivery Plan 2018- 2018

DIGITAL STRATEGY DELIVERY PLAN 2018-2020

Introduction

The Council's Digital Strategy was approved by the Council in March 2017 and reviewed in May 2018 and the ICT Strategy (last reviewed and approved by the Council in June 2017) 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 our public. The IT Strategy is a technical plan which underpins the Digital Strategy, along with our training strategy.

In addition to providing information on progress to date since the approval of the Digital Strategy in 2017, this Delivery Plan aims to co-ordinate all work being done during 2018-2020 which will help deliver the outcomes in the Digital Strategy, but recognises that there is significant overlap between both strategies. With support from the IT Strategy, the Digital Strategy aims to deliver a digitally-enabled council that makes good use of technology. This will:

- improve the experience for citizens who are digitally able
- support our customers who need to develop their personal skills to access services digitally
- transform the way our services are delivered, by offering these services additionally via digital channels in addition to the more conventional channels used by our customers
- improve efficiency in internal processes by good use of technology
- support our staff to develop their digital skills
- transform the way the council manages change, ensuring it is able to deliver transformation more effectively

The Digital Strategy was developed taking account of the work of the Digital Office for Local Government, UK Government Department of Culture, Media and Sport's "Digital economy" and the Scottish Government's "Digital Strategy for Scotland" as well as guidance from the Society of Information Technology Managers (SOCITM).

The Digital Strategy focuses on enabling and promoting digital services rather than moving to digital delivery only, reflecting the feedback from our communities.

The work is currently being done within a number of cross-cutting programmes and projects across all Council services, and each of the programmes and projects have existing, detailed timelines and governance arrangements. This Delivery Plan aims to provide a way of making clear to what extent and how the various digital and ICT strategic aims of the Council are being met during 2018-2020.

Research indicates that one of the key determinants of success is strong leadership of cultural change. Cultural change needs to be properly resourced with support for staff to adopt new ways of thinking and develop new skills.

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Purpose of this Document

The document sets out the detail of how the strategy will be delivered. It also provides information on progress in relation to each objective and action. Some actions, in this early phase of digital activity for the Council, are aimed primarily at cultural shift (Digital Objective 6 *"The working environment for our elected members and staff will develop and change, allowing them to focus on the actual delivery of services to customers as opposed to the process of delivery.").* Some actions are extremely practical and technical in nature – all are contributing towards the aims of the strategy, as described below.

In 2017-2018, workshops and focus groups were held, and surveys undertaken, and the scope and structure of this Delivery Plan were worked on. As we move into 2018-2020, we will continue to explore whether our current programme and project management arrangements are fit for purpose, and where necessary will make proposals to improve them, and to further improve the ways in which we objectively measure the costs and benefits of change, so that the Strategies can be reviewed, and Delivery Plans over the next few years can continue to be effective.

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Update on Progress on Actions Taken as at May 2018

#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
1	Services will be well designed, offered over a number of different channels and available on demand.	We will implement a new Customer Services Platform (CSP) that will enable the council to redesign the way that digital services are provided to the public.	KG[4]	CF	The Customer Services Platform (CSP) project is under way, and the system has been procured and installed and the Project Team has been established. Configuration of the system – Firmstep – is ongoing, with a plan of processes to be digitized being worked through. Stages 1 and 2 of the project will include the launch of roads and waste processes alongside a reskin of the Council website.	1.1	Stage 1 processes going live this year. In preparation to take on the operation of processes in all services, work is being done to understand and quantify the use of exiting IT, paper and verbal processes, in advance of digitizing them. A set of metrics to measure customer uptake and record savings will be developed for monitoring usage of processes and efficiency savings.
		We will redesign the Council's website so it is accessible, transactional and integrated with the CSP	KG	DH	Orkney Opinions and staff have given feedback. The website is being redesigned based on feedback from website users and is being integrated with the CSP currently under development.	1.2	Website update to be completed, in line with the CSP programme project timeline.

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
		We will review all of our processes and systems to ensure that they are efficient and migrate those capable of being delivered electronically to the web.	HG	AR	An initial review of council processes and systems, focusing business support processes was completed as CR06. Further work is being done to review all other appropriate process across all services underway through the CR06 programme and through a series of detailed process mapping workshops with the Corporate Admin Group.	1.3	Finalise the wider review of processes across all services. Establish a process to maintain this record.
				AR	First cohort of processes to be improved, mainly through digitization, has been completed. These are being worked through with the Corporate Admin Group, see 1.3 above.	1.4	Detailed workflows to be agreed and then options for implementation considered. Will require approval from Senior Management Team.
		We will introduce new digital options by building on existing systems.	AG	DA	The HR system project is well underway and reports progress to the IT Project Board. Within the scope of this is the introduction of digital HR processes. Digital processes are being	1.5	HR Project team to agree the next cohort of activities to be digitised.

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
					rolled out across Council Services. New process in place to manage claiming expenses, and the Change In Establishment (CIE) process.		
			GW	DA	Electronic payslips have been successfully launched.	1.6	Action Complete

Action will be removed from next update. |
| | | | CS | JT | The case management system used by Orkney Health & Care was successfully upgraded in January 2018, for both OIC and NHS Orkney users. This provides a foundation for the launch of Paris Mobile in June 2018, which will allow secure and controlled access to update case information on the go.

Work is progressing to extend the use of PARIS to more teams across OHAC. | 1.7 | Launch PARIS Mobile in June 2018.

Investigate further opportunities to use PARIS and PARIS Mobile in different OHAC teams. |
| | | | GW | DA | Electronic processes to manage employee expenses claims have been designed | 1.8 | Ongoing project work to deliver purchase to pay. The timeline on this has |

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
					and successfully launched. Electronic processes to manage purchase to pay activities are being developed using the upgraded Integra financial system.		now slipped to Q3 2020. This has significant impact across a number of other workstreams, including the successful completion of CR02, Procurement.
		We will implement new 'communications' channels to encourage interaction with our customers.	HG	VB	Office 365 has been successfully implemented for all email users in School Place, and some users at other locations. This moves e-mail to "the cloud" and provides a basis for better mobile access to e-mail for council staff. Investigation of other features of Office 365 is under way. A consultation / immersion event was held on 3 and 4 May to show Skype for Business and Protective Marking to staff.	1.9	Complete the email implementation by the end of May 2018. Introduction of Skype for Business will enable Instant Messaging, Voice and Video Desktop Conferencing. Test group to be working through May and June 2018. Full implementation during Q3 2018. Protective Marking to be implemented during Q3 2018. Investigation into options for linking the system with partner organisations to

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
							be completed by the end of September 2018.
		Parent Portal (Schools / Education).	PD	GB	The council will follow the national plans being proposed for the parent portal.	1.10	Complete within the agreed national timescales.
2	Guidance and support will be available for customers.	Help and advice will be made available to customers over a variety of channels.	KG	CF	Online help on the existing OIC website is being reviewed, so that it complements and supports the new Firmstep CSP system.	2.1	Substantial updates to online information will be done to coincide with the launch of the CSP.
			HG	KM	Dedicated internal IT support call handling staff were recruited on a permanent basis in Mar 2018, within the current overall ICT budget.

An IT staffing strategy has been agreed and is substantially implemented. | 2.2 | Complete the implementation of the ICT staffing strategy with the recruitment of 2 x G6 technician posts by the end of July 2018. |
| | | Adult Learners will be encouraged to participate digitally. | PD | KS | A small scale pilot was undertaken, but connectivity between the Orkney mainland and the isles was not reliable. | 2.3 | The project is restarting in May 2018.

For more details, see the review documentation for Change Review 07: |

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					The project was paused to allow for improvements in connectivity to the isles to be implemented as part of the Pathfinder rollout of the Scottish Wide Area Network (PfN/SWAN). Now that these connections have been improved, this initiative can now proceed.		*Orkney's Learning Landscape*
		A Digital Culture Work-stream has been established within the Education Service	PD	GB	A project is being established to develop eLearning, with funding from the Innovation Fund.	2.4	Project action plan to be developed Project Manager is being Recruited *See project documentation for more details.*
3	Digital services will be adapted to meet the needs of customers based on customer feedback.	The CSP will contain user feedback forms to capture the user experience and enable the council to actively monitor the customer experiences	KG	CF	This is part of the Customer Services Platform / CSP Project and is incorporated in the project plan. Testing is underway.	3.1	The approach taken to this will be reviewed as appropriate within the project. *See project documentation for further details.*

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
4	Digital services will become, over time, the preferred way of working with the Council for the majority of our customers.	The development of joined up Digital and IT strategies.	HG	AR	An initial review of council processes and systems, focusing business support processes was completed as CR06. Further work is being done to review all other appropriate process across all services underway through the CR06 programme and through a series of detailed process mapping workshops with the Corporate Admin Group.	4.1	Finalise the wider review of processes across all services. Establish a process to maintain this record.
5	Leaders within the Council will understand the benefits of digital services and actively seek the introduction of such services, supporting the delivery of new or re-designed services;	We will adopt coherent joined up digital and IT strategies and develop SMART[3] action plans that enable the delivery of these plans to be realised	HG	KM	The Digital Strategy was approved by the Council in March 2017. This Strategy has been reviewed and updated for 2018 – 2020. And is tabled for consideration by the Asset Management Sub-committee in May 2018.	5.1	Action Complete
				SH	The 2018-2020 Digital Strategy Delivery Plan has been updated and is tabled for consideration by the Asset Management Sub-	5.2	Action Complete

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					Committee in May 2018.		
				KM	The ICT Strategy was approved by the Council in June 2017.	5.3	Action Complete
				KM	The 2018- 2020 ICT Strategy Delivery Plan is being drafted for consideration by the Asset Management Sub-Committee at the next cycle in 2018. This will align closely to the Digital Strategy, as the ICT Strategy underpins the Digital Strategy.	5.4	Update to ICT Strategy and ICT Strategic Action Plan to be reported to Asset Management Sub-committee, September 2018.
				KM	Risk, Issue and tasks logs for the digital strategy have been kept up to date and reviewed by the Project Board throughout this period.	5.6	Action Complete

This activity will be absorbed within normal policy review processes. |
| | | | | AR | Incorporating lessons learned contained in "Principles for a digital future". | 5.7 | Review content provided via the Knowledge Hub by the Digital Office for Local Government and ensure that future plans and policy reviews take account of that information. |

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#	Objective in Digital Strategy	Actions to support the Objective	Owner[1]	Lead[2]	Progress to date (End of May 2018)	Task #	Next Step
							Develop a template for documenting and quantifying the benefits realised by change projects and ensure that all relevant projects make use of the template.
6	The working environment for our elected members and staff will develop and change, allowing them to focus on the actual delivery of services to customers as opposed to the process of delivery.	Leadership of cultural change must come from the top as well as being pervasive throughout the Council. It needs to be properly resourced with support for staff to change their thinking and develop new skills We will change our business practices and make sure that adequate training is provided to all relevant staff; These new practices will improve the effectiveness and efficiency of how we work, and also make appropriate cost	HG	AR	A review of council processes and systems is underway through the CR06 programme.	6.1	Follow on work from the CR06 Review is absorbed in actions elsewhere in this document.
				KM	Members have been provided with equipment and software based upon a new cloud service delivery model. Lessons learned were factored into the Office 365 project plan.	6.2	Benefits realisation work will be incorporated into similar activity for the entire Office 365 project, taking account of the Digital Office for Local Government approach to benefits realisation
			AG	DA	Content has been made available on the Council's learning management platform (iLearn) to provide information and training material on new council processes and systems as they are introduced.	6.3	Further work is currently underway on making content relating to new finance and HR processes available via iLearn and will be released as the systems go live.

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		savings over the medium term.					
			AG	AS	A survey to identify staff skills and learning gaps was been issued to staff in September 2017 and findings communicated in November 2017.	6.4	Action Complete
			AG	AS	Digital Skills training requirements are being assessed.	6.5	Develop a training / support programme to fill any Digital Skills gaps. Training satisfaction forms developed to assess change training.
			HG	VB	Workshops and focus groups were created in partnership with the O365 Champions. Findings were fed into the successful first stage Office 365 implementation process	6.6	Phase planning underway to deliver new features. The next steps will be to complete the first phase (e-mail) by the end of May 2018, and to follow this with the delivery of Skype for Business and e-mail protective marking by the end of Q3 2018.
			AG	AS	Martyn Wallace (CE of the Digital Office) events in Orkney with Elected	6.7	Work with the Digital office continues to make sure that any

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					Members and Corporate Management Team, March 2018. Considering options around a Senior Leadership event, including a possible Digital Leadership and Envisioning work shop for senior managers.		opportunities for Orkney are identified, and to share good practice. Document training objectives and explore options available.
			HG	SH	Staff and IT stakeholder workshops were held, to inform the current version of the ICT Strategy, and any actions from this which needed to be included in the Digital Strategy Delivery Plan, have been.	6.8	Absorb into strategic review process currently underway in respect of the Digital and ICT Strategies to see if the two Delivery Plans can be combined into one.
			HG	VB	'Managing Projects in Agile and Scrum' training was provided in November for project managers and other key digital roles. Senior leadership attendance at Agile Training event in June 18 confirmed.	6.9	Action Complete
	Infrastructure and						

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	Systems						
7	Systems will be reliable, safe, secure and usable when and where needed; A choice of channels will be available for customers to access services through.	We will review our IT and communications infrastructure.	HG	AR	The initial review of council processes and systems, focusing business support processes was completed as CR06. Further work is being done to review all other appropriate process across all services underway through the CR06 programme and through a series of detailed process mapping workshops with the Corporate Admin Group. The output of this report has been provided to the ICT Services Manager to support the work to review the technical infrastructure and prioritise work as appropriate.	7.1	Finalise the wider review of processes across all services. Establish a process to maintain this record.
				VB	An IT Benchmarking exercise was done, by SOCITM, with input from OIC IT staff and others.	7.2	Action Complete
				KM	A set of Key Performance Indicators (KPI) have been established and are	7.3	Action Complete These KPIs will be

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					incorporated into regular ISPB availability reporting		reviewed by the end of Q2 2018, as part of normal service review processes.
				AR	ICT Asset Management plan was completed in November 2016	7.4	IT Asset Management plan to be revised to take into account outcome of CR06 activity. Target date for completion is September 2018.
				KM	ICT Capital Programme for 2017/18 completed and agreed at Asset Management Sub-committee, June 2017. ICT Capital Programme for 2018/19 is on the agenda for the Asset Management Sub-Committee, May 2018. Will include a forward look to the 2019/20 financial year.	7.5	Action Complete Action Complete
				VB	IT Disaster Recovery Project was initiated, then paused in autumn 2017, to allow a full understanding of the implications for IT DR of proposals for cloud systems,	7.6	Restart the DR project by June 2018

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					such Office 365. Planning is underway to restart the project, following the successful completion of the initial stages of the Office 365 project. Procurement exercise to identify an external consultation to advise the start-up phase is underway.		
8	Over time, all internal data and systems will be digital wherever appropriate.	Business Case for ERDMS.	GM	AR	A business case has been agreed, and funding for is place for the project to begin in 2018/19. An external expert has visited and provided advice. Initial scope for project captured and provisional structure agreed. Project manager agreed.	8.1	Commence project formally.
9	Systems will be resilient. We will ensure that personal information is always kept secure	We will improve the reliability and usability of core and critical systems, such as data storage and	HG	VB	An approach to introduce new ways of working by introducing cloud services, where appropriate, and operated to strict SLAs, has	9.1	Action Complete

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	and is as accurate as possible.	processing, network links within and between Council sites, email and printing;			emerged.		
				TW	The Information Security Policy was reviewed and updated, due to corporate restructuring.	9.2	Action Complete
					Normally, the Information Security Policy is reviewed (and, if necessary, updated) annually. The last major revamp of the policy was approved by the Council in September 2015.		The Information Security Policy will continue to be reviewed annually.
					Cyber Secuity (Basic) accreditation secured, Feb 2018		Planning for the more detailed accreditation will begin once the decision on the PSN application is known.
					PSN re-accreditation application submitted April 2018.		
					Detailed work programme to keep all assets secure and up to date, including patching, is underway and monitored weekly at the Change Control meetings		Ongoing
				KM	ICT Capital Programme for	9.3	Commence the 2018/19

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					2017/18 has improved reliability of core and critical systems including network links and data storage. ICT Capital Programme for 2018/19 and 2019/20 has been submitted to Asset Management Sub-Committee in May 2018.		programme to commence to continue to make necessary improvements to core and critical systems.
10	Systems and processes will be efficient. We will reduce the costs per transaction across all our services.	We will continue to develop systems that support our key business processes.	HG	AR	As mentioned in other parts of this update report, a review of the councils systems and services has been done as part of the CR06 review and this will be used to develop a clear understanding of the costs per transaction, New system development is under the governance of the Information Services Programme Board with meets as part of SMT.	10.1	On completion of the CR06 review of systems and processes, develop a cost per transaction model.

Notes

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1). Owner: The person who is **accountable** for the correct and thorough completion of the task. This must be one person and is often the project executive or project sponsor. This is the role that responsible is accountable to and approves the work. Owner Key: KG = Karen Greaves, AG = Andrew Groundwater, HG = Hayley Green, PD = Peter Diamond, GW = Gareth Waterson, JT = John Trainor, CS = Caroline Sinclair.

2).Lead: The person in charge of the planning, execution and implementation of a particular project. Lead Key: VB = Vince Buchan, SS = Sheena Spence, KM = Kenny MacPherson, JP = John Pettigrew, AS = Alison Skea, DA = David Aim, SH = Sweyn Hunter, CF = Catherine Foubister, DH = David Hartley, TW = Tony Whenman, GB = Graham Bevan, JH = Jon Humphreys, KS = Kenny Swinney, AR = Alex Rodwell

3) **SMART**: **S**pecific – target a specific area for improvement. **M**easurable – quantify or at least suggest an indicator of progress. **A**chievable – state what results can realistically be achieved, given available resources. **R**ealistic – specify who will do it. **T**ime-bound– specify when the result(s) can be achieved.