

Item: 7

Policy and Resources Committee: 22 February 2022.

Digital Strategy.

Joint Report by Corporate Director for Neighbourhood Services and Infrastructure and Corporate Director for Strategy, Performance and Business Solutions.

1. Purpose of Report

To consider the updated Digital Strategy for the period 2022 to 2026.

2. Recommendations

The Committee is invited to note:

2.1.

That the Digital Strategy, recommended for approval by the Asset Management Sub-committee on 31 May 2018, has been reviewed to ensure that it continues to be appropriate in meeting the Council's priorities and objectives.

It is recommended:

2.2.

That the updated Digital Strategy 2022 to 2026, attached as Annex 1 to this report, be approved.

3. Background

3.1.

The original Digital Strategy was approved by Council in March 2017 and then subsequently reviewed in 2018 to ensure that it continued to be appropriate in meeting the Council's priorities and objectives. That updated version was recommended for approval by the Asset Management Sub-committee on 31 May 2018.

3.2.

The Digital Strategy 2018 to 2020 set out a framework for Orkney Islands Council to better help people meet their needs to access the Council's services through digital channels. The strategy was framed to recognise the changing expectations of people over time as digital technology and opportunities advanced.

3.3.

That updated Strategy referenced the 2012 Scottish Government publication “Scotland’s Digital Future – Delivery of Public Services”, the Local Government ICT Board’s 2013 publication “Local Government ICT Strategy”, the 2014 Scottish Government publication “Digital Participation: A National Framework for Local Action” and the 2015 SOLACE “Digital Transformation Strategy”.

3.4.

Key themes of the strategy included the approach “Digital First” which not only reflected the need to offer services via digital channels, but also recognised the need to retain access to services via traditional methods as well, due to the slow progress in the delivery of adequate digital connectivity across the County.

3.5.

The strategy was based on three outcomes:

- Customer Focus – so that services were well designed, delivered via multiple channels and available on-demand, and adapted to meet the needs of customers. Central to the delivery of this outcome was the Customer Services Platform.
- Digital Workforce – supporting the delivery of new or re-designed services, in a working environment that would change the focus to the delivery of services rather than the process of delivery.
- Infrastructure and Systems – ensuring the safety, usability and availability of systems including resilience and seeking to reduce the transactional costs across services.

3.6.

The Digital Strategy was then developed into a Digital Strategy Delivery Plan, so that these outcomes could be delivered via a programme of activities and deliverables.

4. Progress made to date

4.1.

Since the publication of the updated Strategy in 2018, much has been delivered. The Customer Services Platform has been launched, the Council’s Infrastructure and Systems have seen wholesale renewal including the adoption of services delivered via the cloud and in 2021 a new telephone system was implemented across much of the Council Estate. Progress against the objectives were reported to elected members via the delivery plan.

4.2.

Then in March 2020 everything changed. The UK Government and the Scottish Government ordered a nationwide lockdown as the first wave of the COVID-19 pandemic arrived in the United Kingdom and an emergency was declared. In-person services were suspended and local government including Orkney Islands Council

was faced with an urgent need to deliver services safely and, almost entirely, digitally.

4.3.

The response to lockdown drove many of the objectives of the digital strategy to progress at a pace of urgency, including the adoption of virtual meetings and secure remote working. To mitigate digital exclusion from education, mobile devices and mobile data services were deployed, but poor connectivity and poor mobile coverage have remained significant challenges in the delivery of these services across Orkney.

4.4.

However, the widespread migration of services to utilise digital channels as part of the response to the pandemic significantly accelerated the Council's digital transformation. Progress towards these outcomes has underlined the importance of embracing digital, but there is much more to do.

4.5.

Therefore, there has been an outstanding need to revisit the Digital Strategy for the Council, to refresh the approach and to re-establish the objectives and outcomes for the new-normal of the early 2020's.

5. National Government Digital Strategies

5.1.

The process to update the Digital Strategy has considered both external and internal sources, which include the digital strategies published by the UK Government and the Scottish Government, strategies in digital health and care, local health board governance processes, the Local Outcomes Improvement Plan and Orkney Islands Council's own Council Plan, as well as the Council's Our People Our Plan initiative.

5.2.

The Digital Directorate of the Scottish Government published a new digital strategy: A changing nation: how Scotland will thrive in a digital world in March 2021, which was the result of a joint commitment between the Scottish Government and COSLA to work together to deliver a refreshed digital strategy for Scotland.

5.3.

The UK Government's Department for Digital, Culture, Media and Sport (DCMS) published the UK Digital Strategy in March 2017 as part of the "Plan for Britain", which develops further principles outlined in the Industrial Strategy green paper to the digital economy.

5.4.

While there are obvious political differences in the objectives of the current UK Government and the current Scottish Government, there are large amounts of common ground within the context of their Digital Strategies. While technology in itself, is not political, subtle nuances and variations in approach taken in each strategy can have political ramifications and officers have sought to ensure that the draft strategy developed here considers this and is aligned primarily to the priorities of Orkney Islands Council via the Council Plan and the Local Outcomes Improvement Plan.

6. NHS Orkney, Orkney Health and Care and National Health and Care Strategies

6.1.

NHS Orkney has a regular Technology Enabled Care Programme Board that acts as a governance template for Digital in NHS Orkney.

6.2.

Orkney Health and Care has four established boards including a “Tech First Programme Board” to promote the use of technology in health and care applications.

6.3.

In October 2021, the Digital Health and Care Directorate of the Scottish Government and COSLA issued “Enabling, Connecting and Empowering: Care in the Digital Age” a refreshed Digital Health and Care Strategy, which had been originally launched in 2018. This has been considered as part of the refresh.

6.4.

The NHS National Services Scotland (NSS) “NSS Strategy 2019-2024” has also been considered as it sets out priorities to enable the successful delivery of a digital health and care strategy for Scotland.

7. Our People Our Plan

7.1.

The Senior Management Team has centred organisational focus on the priorities contained within the Council Plan that are considered to be the most critical to Orkney’s future. These priorities have been organised into a new “Our People, Our Plan Programme” with seven key projects identified.

7.2.

Priorities 5 Improve Connectivity is outward focused with an emphasis on improving life for everyone in Orkney and includes improving connectivity – both digital and transport and is being progressed via a similarly named Orkney Digital (Connectivity) Strategy for Orkney’s Communities which this refreshed Digital Strategy aligns

closely with. The officer responsible for the Orkney Digital Connectivity Strategy has been consulted on this strategy and has input some of the key points into this strategy.

7.3.

The refresh has also taken input from the Community Learning and Development Officer to ensure that community benefits are also considered.

8. Revised Digital Strategy

8.1.

The refreshed Digital Strategy, attaches as Annex 1 to this report, is a major change from the previous Digital Strategy. The scope is wider. It has more focus on community benefit and impact and less focus on internal IT systems.

8.2.

The refreshed strategy is built across three core strategic priorities:

- Digital Communities and Wellbeing.
- A Digital Islands Economy.
- Digital Local Government and Services.

8.3.

These are a further development from the three outcomes of the prior strategy: Customer Focus, Digital Workforce, and Infrastructure and Systems, which had largely been delivered via the original Digital Strategy Delivery Plan.

8.4.

Following the refresh of this strategy, the next step will be to translate these values and priorities into a set of actions to be implemented within a refreshed Digital Strategy Delivery Plan.

8.5.

The development of this plan will include a review of the progress and actions of the delivery plan developed from the previous Digital Strategy 2018 to 2020. This will realign any outstanding activities still to be delivered from that delivery plan, combining these with new objectives and actions established from this refreshed strategy.

9. Links to Council Plan

9.1.

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan Cross-cutting priorities.

9.2.

The proposals in this report relate to Priority 1d – The Council must ensure it makes progress with the implementation of the IT Strategy and Digital Strategy – of the Council Delivery Plan.

10. Links to Local Outcomes Improvement Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priorities of Connectivity, Community Wellbeing and Sustainable Recovery.

11. Financial Implications

11.1.

There are no immediate financial implication arising from the recommendations to this report..

11.2.

If the Digital Strategy for 2022 to 2026 is approved a delivery plan will be developed to deliver the core strategic priorities, as detailed at section 8.2 above.

11.3.

The delivery plan will need to report on any cost implications arising from implementation of the strategy and also any reductions and efficiency savings the digital strategy delivers. It can be challenging to quantify such benefits in financial terms, particularly where service delivery models are being redesigned and initiatives spread across multiple service functions. That said, it is considered that the requirement to develop robust business cases and use of SMART objectives from the outset should assist in this regard.

12. Legal Aspects

Approving the updated Digital Strategy will assist the Council in discharging its duty to make arrangements that secure best value in terms of section 1 of the Local Government in Scotland Act 2003.

13. Contact Officers

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure, extension 2309 email: hayley.green@orkney.gov.uk

Karen Greaves, Corporate Director for Strategy, Performance and Business Solutions, extension 2202, email: karen.greaves@orkney.gov.uk

Kenny MacPherson, Interim Head of Property, IT and Facilities, extension 3007 email: kenny.macpherson@orkney.gov.uk

Thomas Aldred, Interim ICT Service Manager, extension 2152 email:
thomas.aldred@orkney.gov.uk

Sweyn Hunter, Digital Transformation Officer, extension 2154, email:
sweyn.hunter@orkney.gov.uk

Vince Buchan, ICT Programme Manager, extension 3000, email:
vince.buchan@orkney.gov.uk

Tony Whenman, Information Security and Assurance Officer, extension 2157, email:
tony.whenman@orkney.gov.uk

14. Annex

Annex 1: Orkney Islands Council Digital Strategy 2022 to 2026.

Orkney Islands Council Digital Strategy 2022-2026

Background

The original Digital Strategy was approved by Council in March 2017 and set out a framework for Orkney Islands Council to better help people access the Council's services through digital channels. The strategy was framed to recognise the changing expectations of people over time as digital technology and opportunities advanced.

The original Strategy referenced the 2012 Scottish Government publication "Scotland's Digital Future – Delivery of Public Services", the Local Government ICT Board's 2013 publication "Local Government ICT Strategy", the 2014 Scottish Government publication "Digital Participation: A National Framework for Local Action" and the 2015 SOLACE "Digital Transformation Strategy".

The strategy had three outcomes:

- **Customer Focus** – so that services were well designed, delivered via multiple channels and available on-demand, and adapted to meet the needs of customers. Central to the delivery of this outcome was the Customer Services Platform
- **Digital Workforce** – supporting the delivery of new or re-designed services, in a working environment that would change the focus to the delivery of services rather than the process of delivery
- **Infrastructure and Systems** – ensuring the safety, usability and availability of systems including resilience and seeking to reduce the transactional costs across services.

Progress to Date

Since the publication of the updated Strategy in 2018, much has been delivered. The Customer Services Platform has been launched, the Council's Infrastructure and Systems have seen wholesale renewal including the adoption of services delivered via the cloud and in 2021 a new telephone system was implemented across much of the Council Estate. Progress against the objectives have been reported to elected member via updated against delivery plan,

The widespread migration of services to utilise digital channels as part of the response to the Pandemic has significantly accelerated the Council's digital transformation.

Progress towards these outcomes has underlined the importance of embracing digital, but there is much more to do.

Therefore, there is an outstanding need to revisit the Digital Strategy for the authority, to refresh the approach and to re-establish the objectives and outcomes for the new-normal of the early 2020's.

Links and Alignment to Digital Strategies of National Governments and Health and Care

The Scottish Government Digital Strategy

The Digital Directorate of the Scottish Government published a new digital strategy: *A changing nation: how Scotland will thrive in a digital world* in March 2021.

The strategy was the result of a joint commitment between the Scottish Government and COSLA to work together to deliver a refreshed digital strategy for Scotland. It sets out the measures that have been identified by the directorate, to ensure that Scotland will fulfil its potential in what it describes as a constantly evolving digital world.

OIC commented on the plan during its consultation phase and welcomed much of the content. However, we cautioned that a 'one size fits all' approach did not take account of the specific needs of Islands and remote, rural communities, and repeated the continued concern that unless and until there is equity in Digital Connectivity, Orkney will remain significantly disadvantaged in this increasingly Digital world.

The strategy aligns with the Scottish National Performance Framework (NPF) which describes the government's ambition and vision for national wellbeing across a range of economic, social and environmental factors. Noting the impact of digital transformation, it sets actions to help deliver the ambitions and outcomes of the National Performance Framework.

The digital strategy sets out strategic outcomes and seeks to guide the decisions and actions of both national and local government.

The strategy is divided into three parts covering the priority themes as follows:

- Part One: People and Place
- Part Two: A Strong Digital Economy
- Part Three: Digital Government and Services

Each part is subdivided into further layers of detail, with specific actions, and identifies how these actions benefit particular National Outcomes of the National Performance Framework (NPF).

The 11 outcomes of the NPF cover:

- Children and Young People
- Communities
- Culture
- Economy
- Education
- Environment
- Fair Work and Business
- Health
- Human Rights
- International
- Poverty

The strategy defines eight principles of “a digital nation” which are:

- Inclusive, Ethical and User Focused
- A Skilled Digital Workforce
- Digital Leadership and Culture
- Collaborative
- Data-Driven
- Technology-Enabled
- Innovative and Sustainable
- Secure by Design

The UK Government Digital Strategy

The UK Governments Department for Digital, Culture, Media & Sport (DCMS) published the UK Digital Strategy in March 2017 as part of the “Plan for Britain”, which develops further principles outlined in the Industrial Strategy green paper to the digital economy. Then in March 2021, the UK Government unveiled its ‘[Ten Tech Priorities](#)’ that form the foundation of the UK Digital Strategy.

The strategy sets out how the UK Government plans to develop a world-leading digital economy that works for everyone. It comprises seven strands:

- Connectivity - building world-class digital infrastructure for the UK
- Skills and inclusion - giving everyone access to the digital skills they need
- The digital sectors - making the UK the best place to start and grow a digital business
- The wider economy - helping every British business become a digital business
- Cyberspace - making the UK the safest place in the world to live and work online
- Digital government - maintaining the UK government as a world leader in serving its citizens online
- The data economy - unlocking the power of data in the UK economy and improving public confidence in its use

The Ten Tech Priorities are:

- Rolling out world-class digital infrastructure nationwide
- Unlocking the power of data
- Building a tech-savvy nation
- Keeping the UK safe and secure online
- Fuelling a new era of startups and scaleups
- Unleashing the transformational power of tech and AI
- Championing free and fair digital trade
- Leading the global conversation on tech
- Levelling up digital prosperity across the UK
- Using digital innovation to reach Net Zero

Health and Care Digital Strategies

In October 2021 the Digital Health and Care Directorate of the Scottish Government and COSLA issued “Enabling, Connecting and Empowering: Care in the Digital Age” a refreshed Digital Health and Care Strategy, which had been originally launched in 2018. This has been considered as part of the refresh.

According to the publication, a major driver for the refresh has been that while the response to Covid-19 was facilitated by the work undertaken as part of the 2018 strategy, the pandemic, and the response to it, has accelerated the pace of digital transformation, whilst highlighting the challenges faced by people who find themselves excluded from the digital world. It also highlighted some of the gaps that existed within it, most notably around inclusion, equalities, ethics and data.

The refreshed Strategy is centred on 3 Aims set out to improve the lives of people in the context of the Scottish Government and COSLA’s broader vision for national wellbeing across society and in line with the National Performance Framework:

- Aim 1: Citizens have access to, and greater control over, their own health and care data – as well as access to the digital information, tools and services they need to help maintain and improve their health and wellbeing.
- Aim 2: Health and care services are built on people-centred, safe, secure and ethical digital foundations which allow staff to record, access and share relevant information across the health and care system, and feel confident in their use of digital technology, in order to improve the delivery of care
- Aim 3: Health and care planners, researchers and innovators have secure access to the data they need in order to increase the efficiency of our health and care systems, and develop new and improved ways of working

The Priorities driven by these cover six specific areas:

- Digital access: People have flexible digital access to information, their own data and services which support their health and wellbeing, wherever they are.
- Digital services: Digital options are increasingly available as a choice for people accessing services and staff delivering them.
- Digital foundations: The infrastructure, systems, regulation, standards, and governance are in place to ensure robust and secure delivery.
- Digital skills and leadership: Digital skills are seen as core skills for the workforce across the health and care sector.
- Digital futures: Our wellbeing and economy benefits as Scotland remains at the heart of digital innovation and development.
- Data-driven services and insight: Data is harnessed to the benefit of citizens, services and innovation.

NHS National Services Scotland

NHS National Services Scotland (NSS) provides national infrastructure services and solutions which are integral to the delivery of health and care services in Scotland – locally, regionally and nationally. NSS Strategy 2019-2024 sets out priorities to enable the successful delivery of a digital health and care strategy, which includes “Digital and Security” and “Information and Intelligence” as two of the twelve themes set out.

- Digital and security services delivered by Digital and Security (DaS) will transform digital and security capabilities by adopting a ‘security to design’ approach in the delivery of digital services and cloud platforms. This will enable on demand access to critical systems and business intelligence for informed decision making. DaS will ensure health boards and health and social care partnerships are able to function efficiently and safely.
- Information and intelligence provided by Information Services Division (ISD) Scotland will move to Public Health Scotland. This is a new public body which will bring together expertise in public health and support different ways of working to build a whole system approach to improve health and reduce health inequalities. ISD will provide joined up data and intelligence to the public, professionals and public bodies

NHS Orkney and Orkney Health and Care

NHS Orkney have a regular Technology Enabled Care Programme Board that acts as a governance template for Digital in NHS Orkney

Orkney Health and Care have four established boards including a “Tech First Programme Board” to promote the use of Technology in Health & Care applications.

Orkney Islands Council: Council Plan

The Council Plan 2018 to 2023 is structured around 5 target areas:

1. Connected Communities
2. Caring Communities
3. Thriving Communities
4. Enterprising Communities
5. Quality of Life

Each of these areas has related priorities. While only one of these is technology specific - lobbying for improved superfast broadband delivery, all of these priorities are considered where there can be benefit delivered via digital transformation. For example:

- The priority to review the services provided for looked after children has an intrinsic connection to the ongoing development of the care case management system capabilities and features used, as well as essential consideration for cybersecurity and privacy of individuals and service users.
- Also, the priority to address workforce development to make sure we have the right people in the right place at the right time, depends on strong positions on data and information, as will the work to respond to demographic change in redesigning health and social care services to provide the best care we can for those who need it in the appropriate place.
- Thriving Communities' priority to review Orkney's learning landscape depends hugely on the digital delivery of services in the learning community as has been highlighted most clearly in the response to the pandemic.
- Exploring how the council can work with partners to explore options for shared public service delivery through the review of local governance will depend on the ability to ensure that data and systems can interact securely with partners.
- The Enterprising Communities' priorities to develop strategic projects, particularly to capitalise on the renewable sector, the priority to reduce the volume, and cost of handling, the county's waste and the priorities of revenue generation via the tourism sector to support associated infrastructure all require effective data and systems to drive good decisions and strong operational performance. The opportunities too, created by the Islands Deal will also have a degree of digital crossover.

Our People Our Plan

The Senior Management Team have centred organisational focus on the priorities contained within the Council Plan that are considered to be the most critical to Orkney's future. These priorities have been organised into a new "Our People, Our Plan Programme" with seven key projects identified.

- Delivery Model: Our delivery model for the future is clearly defined, effective, appropriately resourced and understood by all
- Inspiring Culture: We have and organisational culture that inspires and enables our people to excel and builds our capability
- Drive innovation: We drive innovation and outstanding performance through inspiring people, improving processes and changing our approach to performance management.

- Stimulate Economic Recovery: We will stimulate economic recovery by accelerating the council's social housing new build programme
- Improve Connectivity: We improve digital and transport connectivity and enable economic growth by facilitating the delivery of 21st century infrastructure
- Strategic Development: We will enable economic sustainability and prosperity by investigating in strategic asset development such as renewable energy projects
- Enable Full Potential: We will work alongside others to improve the care, support and protection of all our service users to enable everyone's full potential.

Priorities 5 Improve Connectivity is outward focused with an emphasis on improving life for everyone in Orkney and includes improving connectivity – both digital and transport – and is being progressed via a similarly named Orkney Digital (Connectivity) Strategy for Orkney's Communities which this Digital Strategy aligns closely with.

However, all priorities of Our People Our Plan have been considered in this refresh process.

Orkney Communities Local Outcomes Improvement Plan

Orkney Partnership Board has adopted a new set of strategic priorities to address the immediate problems facing Orkney's people and communities:

- Connectivity
- Community Wellbeing
- Sustainable Recovery

Connectivity addresses both digital connectivity and transport. Noting that home working and education have highlighted digital inequality, due to both the inadequacy of Orkney's broadband and mobile infrastructure and to the inability of some families to afford laptops for remote learning. The suspension of most of our transport network during lockdown underlined Orkney's vulnerability to any interruption in these lifeline services and our urgent need for modernised transport infrastructure. In comment, it can be added as an observation that the lack of adequate connectivity in the isles has exacerbated the impact of disruption to transport links.

Community Wellbeing will focus on both individual and community wellbeing and what can be done to help everyone retake control of their lives.

Sustainable Recovery, brings together two complementary strategies:

the ASPIRE Orkney blueprint for Orkney's recovery from the pandemic, created by the Economic Recovery Steering Group where Orkney must aspire to be:

Ambitious, Sustainable, Prosperous, Inclusive, Resilient and Enterprising

Coupled and integrated with this agenda is the strategy to combat climate change and support Scottish Government's "Just Transition" principles in moving towards a more sustainable Orkney for all. This plan includes measures to move Orkney towards net zero as well as the development of an adaptation strategy for climate change.

The Refreshed Digital Strategy for Orkney Islands Council

This revised OIC Digital Strategy has been written with due consideration to the national digital strategy as set out but centred around the Council's priorities and objectives as defined in the Council Plan, with particular focus on the seven strategic priorities of Our People Our Plan.

Supplementing this in the context of the Digital Strategy are the new strategic priorities of the Local Outcomes Improvement Plan.

The arrangement and structure align to the approach being taken by the Scottish Government establishes a good general direction to many of the common themes between local government and national government and provides a potential template of the objectives and outcomes that could be considered for the Council's own digital strategy.

However, it is essential to recognise that while synergies exist, it is the political priorities of the Council and not national government that should inform the Orkney Islands Council Digital Strategy.

Strategic Priorities

The Strategy is built across three core strategic priorities:

- Digital Communities and Wellbeing
- A Digital Islands Economy
- Digital Local Government and Services

Within the first two of these are obvious common links with the three strategic priorities of the Local Outcomes Improvement Plan, and the final strategic priority of how we align public services digitally for the Council and the wider Orkney Public Sector.

Measures

The measures adapt the approach of the Digital Directorate for Scotland towards our target areas defined in the Council Plan, the values defined in the ASPIRE Orkney Blueprint and the priorities described in Our People Our Plan.

- Connected Communities – Access for All
- Ethical and Sustainable Digital Islands
- Thriving Digital Communities
- Enterprising Digital Communities
- Supporting Orkney's Digital Technology Sector
- Public Service Partnership and Collaboration
- Digital Transformation and Delivery

Objectives

The objectives of the digital strategy define the specific actions that we take to progress as Digital Islands across the seven measures defined. The details of how these can be achieved will be established via the updated Digital Strategy Delivery Plan, with progress being reported twice yearly to the Information Service Programme Board and then to Policy and Resources committee

Overview

A full overview of the structure can be seen the table below:

Strategic Priorities	Digital Communities and Wellbeing			A Digital Islands Economy		Digital Local Government and Services	
Measures	Connected Communities – Access of All	Ethical and Sustainable Digital Islands	Thriving Digital Communities	Enterprising Digital Communities	Supporting Orkney's Digital Technology Sector	Public Service Partnership and Collaboration	Digital Transformation and Delivery
Objectives	<p>Continue to develop and implement the Orkney Digital Connectivity Strategy, to ensure that all citizens and businesses can access the fastest and most reliable digital connections possible.</p> <p>Ensure all newly publicly-funded infrastructure is future-proofed for data requirements.</p> <p>Provide equipment and digital skills training to those in need.</p> <p>Ensure everyone can access services.</p> <p>Ensure infrastructure can deliver services – ensure there is adequate availability (Common, Simple, Everywhere, Inclusive)</p> <p>Lobby Government and regulators to overcome market failure and gaps in the delivery of essential services to Orkney</p>	<p>Build public trust in data.</p> <p>Open up access to data.</p> <p>Use digital technology to increase community engagement and participation.</p> <p>Ensure that Orkney engages with confidence on the national and international stage.</p> <p>Balance digital rights with the responsibility to be accountable for our actions.</p> <p>Explore ways to use our digital capability to help to address climate change targets</p>	<p>ensure digital knowledge and skills has a place in education.</p> <p>Improve and strengthen the digital infrastructure in schools, to support learning and teaching.</p> <p>Support and develop our skilled digital workforce.</p> <p>Support upskilling and reskilling opportunities.</p> <p>Support and encourage diversity in the digital skills pool.</p>	<p>Enable our local economy to adopt and optimise new and resilient digital technologies.</p> <p>Support and encourage diversity and work with industry to tackle digital skills shortages.</p> <p>Make more of our data available openly where appropriate and easy to find</p>	<p>Establish Orkney as an attractive location for green data centres.</p> <p>Support and encourage diversity in the digital workforce.</p> <p>Support the growth of the capability and capacity of local businesses who deliver technology and connectivity infrastructure and services.</p> <p>Sustainability and diversity in approach</p> <p>implement the Strategic Framework for a Cyber Resilient Scotland</p>	<p>Support the use of the Scottish Approach to Service Design across the public sector.</p> <p>Ensure that all public services are designed through the lenses of isles proofing and inclusion more broadly</p> <p>Ensure that public services are secure and resilient</p> <p>Participate in common platforms to be adopted across the public sector where appropriate</p>	<p>Develop cultures and working practices required to be successful in the digital age.</p> <p>Be open to innovation to meet our Island need</p> <p>Adopt common digital and data standards.</p> <p>Continue to work with NHS Orkney, where appropriate, to integrate and strengthen systems in use by Orkney Health and Care</p> <p>Work with third partners to support a digital third sector.</p> <p>Explore the potential for technology to better enable elected council members to engage with constituents remotely.</p> <p>Identify how to develop better analytical platforms to make our data more usable and accessible</p>
OPOP Priorities	<p>Improve Connectivity</p> <p>Drive innovation</p> <p>Stimulate Economic Recovery</p> <p>Enable Full Potential</p>	<p>Inspiring Culture</p> <p>Drive innovation</p> <p>Enable Full Potential</p>	<p>Enable Full Potential</p> <p>Drive innovation</p> <p>Inspiring Culture</p> <p>Strategic Development</p>	<p>Drive innovation:</p> <p>Stimulate Economic Recovery</p>	<p>Drive innovation</p> <p>Stimulate Economic Recovery</p> <p>Improve Connectivity</p> <p>Strategic Development</p>	<p>Enable Full Potential</p> <p>Improve Connectivity</p> <p>Drive innovation</p> <p>Strategic Development</p>	<p>Delivery Model:</p> <p>Improve Connectivity</p> <p>Drive innovation:</p> <p>Enable Full Potential</p>
NPF Outcomes	<p>Education</p> <p>Poverty</p> <p>Communities</p> <p>Environment</p>	<p>Human Rights</p> <p>Children & Young People</p> <p>International</p> <p>Communities</p>	<p>Fair Work & Business</p> <p>Education</p> <p>Economy</p> <p>Poverty</p>	<p>Fair Work & Business</p> <p>Education</p> <p>Economy International</p>	<p>Environment</p> <p>Fair Work & Business</p> <p>Economy</p> <p>International</p>	<p>Health</p> <p>Communities</p> <p>Poverty</p> <p>Children & Young People</p>	<p>Poverty</p> <p>Economy</p> <p>Communities</p> <p>Culture</p>

Governance and Reporting

Following approval by the Council, this strategy will be reviewed annually by the Policy and Resources Committee to ensure that it continues to be aligned to other Council objectives and priorities.

The Corporate Director for Strategy, Performance & Business Solutions will ensure that the Senior Management Team, in the form of the Information Services Programme Board, considers reviews of this strategy in conjunction with any review of the Council's IT Strategy.

The Information Services Programme Board will ensure that suitable management arrangements are in place to implement this strategy.

The Corporate Director for Strategy, Performance & Business Solutions will draw up a delivery plan, to implement this strategy. The delivery plan will be updated as necessary (in consultation with the Information Services Programme Board), with progress against the plan reported to the Information Services Programme Board every six months. The delivery plan will contain initiatives and projects, related to the above objectives.