**Item: 5**

**Asset Management Sub-committee: 21 March 2023.**

**Information Technology Strategy – Delivery Plan Update.**

**Report by Corporate Director for Neighbourhood Services and Infrastructure.**

# 1. Purpose of Report

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

# 2. Recommendations

The Sub-committee is invited to scrutinise:

## 2.1.

Actions contained in the updated Delivery Plan, attached as Appendix 1 to this report, in order to obtain assurance with regard to progress being made in implementing the Information Technology Strategy.

# 3. Background

## 3.1.

On 26 January 2021, the Asset Management Sub-committee recommended that the Information Technology Strategy, for the period 2021 to 2024, be approved.

## 3.2.

From the Information Technology Strategy, an ICT Strategy Delivery Plan to cover the same period has been created to ensure delivery of the Strategy.

## 3.3.

The Strategy seeks to:

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

## 3.4.

The Strategy groups actions under the following themes:

- Cyber Security.
- Governance.

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

### 3.5.

The Information Technology Strategy and the Digital Strategy are closely related. The Information Technology Strategy is a technical plan which underpins and supports delivery of the Digital Strategy and focusses on improving and sustaining the Council's IT systems and infrastructure The Digital Strategy sets the vision and objectives through which all services across the Council will harness digital developments to provide improved, more efficient services for the public.

## 4. Progress to Date

Progress made in implementing the IT Strategy is detailed in the Delivery Plan, attached as Appendix 1 to this report. There has been good progress across a number of projects.

## 5. Corporate Governance

This report relates to the Council complying with governance and scrutiny and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

## 6. Financial Implications

### 6.1.

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

### 6.2.

The implementation of any strategy will be subject to the development of delivery plans in the future which, once fully costed, will be duly considered, prioritised, and resourced as appropriate.

## 7. Legal Aspects

The implementation of an updated Information Technology Strategy will help the Council to meet its obligation to secure best value.

## 8. Contact Officers

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure, Email hayley.green@orkney.gov.uk.

Kenny MacPherson, Head of Property, Asset Management and Facilities, Email kenny.macpherson@orkney.gov.uk.

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# 9. Appendix

Appendix 1: IT Strategy Delivery Plan.

# Information Technology Strategy Delivery Plan: 2023 to 2024

## 1. Purpose

### 1.1.

This Delivery Plan provides information on progress up to the end of 2022/23 on delivering each of the objectives of the Information Technology (IT) Strategy. It also aims to report on all work being planned up to and including 2024 aimed at delivering the objectives of the IT Strategy.

## 2. Introduction

### 2.1.

The 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.

### 2.2.

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.

### 2.3.

For each action, progress to date is reported, and an indication is given of the next steps planned.  Where appropriate, an indication is given about where to find more information about the project or workstream.

# 3. Actions to Support IT Strategy Objectives

## 3.1. Cyber Security Objectives

We will maintain a secure physical and virtual environment, with a high degree of resilience and confidence, based on national standards, and to maximise the benefits to the Council and its citizens.

### 3.1.1.

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 1.1.1. Public Services Network (PSN) accreditation. | Kenny MacPherson | Tony Whenman | Amber | Blue | External Assessment for accreditation in 2022 has been completed and findings reported back to OIC in May 2022. Remediation work has been completed and accreditation received in January 2023. | Action Complete. |

### 3.1.2.

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023. | Next Steps. |
|---|---|---|---|---|---|---|
| 1.2.1. Implement Pathfinder | Kenny MacPherson | Vince Buchan | Amber | Green | Orkney Islands Council has taken an active role as a partner in the Pathfinder North partnership of local authorities which is responsible for the delivery of The | Discussions ongoing at the SWAN management board with Pathfinder North partners on their |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023. | Next Steps. |
|---|---|---|---|---|---|---|
| North services. | | | | | Scottish Wide Area Network (SWAN) used by many councils and public sector organisations. The current service delivers connectivity to the Council Headquarters and other OIC sites (mainly outside Kirkwall and Stromness)<br><br>The national contract for SWAN is due to end in 2023 and the procurement process for a successor (SWAN2) is in progress at a national level, with participation by Pathfinder North in relation to the procurement of the new contract.<br><br>Updates will be brought to the Information Services Programme Board, and then the relevant committee when a decision is required. | progress in procuring a replacement contract (SWAN2). |
| 1.2.2.<br>Implement joint systems with NHS Orkney. | Kenny MacPherson | Thomas Aldred | Amber | Green | Health and Social Care Teams in Orkney Health and Care from both OIC and NHS Orkney have access to the Health & Social Care Case Management System "PARIS". | One of the main preconditions to a number of improvements requires include a major version upgrade to the newest version. |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023. | Next Steps. |
|---|---|---|---|---|---|---|
| | | | | | A programme of work has been developed and has been executed to improve the functionality and capability of the system and to roll out this solution to more teams within Orkney Health and Care – including further NHS teams who currently do not have features and functionality within the system. Recent progress has included improvements in secure document access and significant work on ensuring the quality of data stored within the system as part of Children's review. NHS staff using NHS devices within school place now have access to the Paris system. A new version of Paris (7.3) is available and is now in the implementation stage. New infrastructure and Oracle licencing has been procured. | Implementation plans of this new version are ongoing. This will be followed by a major body of work to develop the processes and rollout these to new and current teams in OHAC who use or require to use PARIS. |

**3.1.3.**

Objective 1.3: We will develop a culture of security by raising awareness of personnel to vulnerabilities, risks and threats from cyberspace and the need to protect information systems.

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 1.3.1. Identify and implement measures to develop a culture of security. | Kenny MacPherson | Tony Whenman. | Blue | Blue. | Information Governance Group owns and maintains standards. Use of regular all staff bulletins and email alerts to educate and inform. Information Security Officer developed content for mandatory online training courses for all staff, now delivered through iLearn. Close co-operation between Information Security Officer and Information Governance Officer continues, within Information Governance Group and operationally. | Action Complete, but in report as the ongoing work to ensure high levels of security awareness remains. |

**3.1.4.**

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 1.4.1. Identify and implement measures to participate in national intelligence sharing initiatives. | Kenny MacPherson | Tony Whenman. | Blue | Blue. | The Council's Information Security Officer is a member of the UK-wide CiSP (Cyber-security Information Sharing Partnership), ensuring that the Council shares and receives intelligence on current cyber threats. SciNET (Scottish Cyber Information Network) is a sub-group for Scotland of CiSp. The Scottish Local Authority Information Security Group is a sub-group of SciNET. The Council established a Cyber Security sub group of the Multi Agency Orkney Resilience Partnership (OLECG). | Action complete. |

## 3.2. Governance Objectives

We will report on progress and make sure that decision makers have the information they need to make sound decisions.

### 3.2.1.

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 2.1.1. Establish regular Asset Management Sub-committee reporting. | Kenny MacPherson | Thomas Aldred | Green | Green | Reports to Asset Management Sub-committee are being submitted at least twice a year, either as stand-alone reports or included in broader financial reports. | As a review of the IT Asset base has recognised that Corporate Replacement funding is not sufficient to meet the objectives of the ICT Asset Management Plan a report is being considered for a future Policy and Resources Committee on this. Should this be agreed an updated replacement plan will need to be developed. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 2.2.1. Establish regular IT performance reporting. | Kenny MacPherson | Thomas Aldred | Green | Green | Reports to the Information Services Programme Board are submitted quarterly, and then cascaded to Corporate Management Team. Work is in progress to develop better, clearer information using dashboard reporting and KPI monitoring, via technologies within Microsoft 365. | Develop further use of PowerBI reporting and use in operational service reports. |

**3.2.3.**

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 2.3.1. Establish technology standards using external advice. | Kenny MacPherson | Thomas Aldred/Tony Whenman | Green | Blue | National Cyber Security Centre (NCSC) guidance and Security Architecture Patterns are considered in the implementation of new infrastructure. Over the last 18 months the focus has been on Windows 10 and | Ongoing improvements will be implemented as part of the Business As Usual work programme, so this |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| | | | | | making sure that the build deployed is standardised.  The benefit of this is that security patching is faster, and management of security is simplified. | action is now marked as complete. |
| 2.3.2. Establish technology standards using software tools | Kenny MacPherson | Thomas Aldred | Green | Green | By using OIC IT systems configuration to link into other applications to enable software deployment has been completed with success in line with Microsoft best practice has been completed in the corporate environment. It is now seen that similar systems and procedures should be implemented in the school's infrastructure environment. | Corporate systems are complete. Education systems to be implemented. |

## 3.3. Customer Focus Objectives

We will use our experience to work with all Council services to introduce ICT systems with a stronger citizen/customer focus: any new system will meet the needs of users within the Council, and also those outside the Council who use it in any way; system design will take the needs of all these users into account at as early a stage as possible.

**3.3.1.**

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.1.1. Establish processes to use feedback from users to improve IT processes. | Kenny MacPherson. | Thomas Aldred | Green | Blue | Helpdesk team have had specific feedback meetings with key user groups to dynamically problem solve issues when required. | Continue to use feedback from users to improve IT processes. This will include use of automated systems. As this is Business as Usual, this action is now marked as complete. |

**3.3.2.**

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

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.2.1. Microsoft 365 project – corporate networks | Kenny MacPherson | Vince Buchan. | Green | Green | All devices in the Council's corporate network now use Microsoft 365 for E-mail, Teams, OneDrive and SharePoint as well and Office applications for both inhouse and remote working.<br><br>Email protective marking has also been fully deployed to all staff who have an O365 account.<br><br>Establishment of governance and training on Microsoft 365 in progress. | Next steps are to develop further the adoption and use of Microsoft 365 including deeper leverage of the features available and wider use of features not yet adopted. |
| 3.2.2. SharePoint Intranet Site | Kenny MacPherson | Vince Buchan | Green | Green | SharePoint Intranet site is operational. Further continuous development will be implemented as and when required. | Initial setup and implementation complete. New sites developed as requested including the rollout of SharePoint to Schools. |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.2.3. Microsoft 365 project – corporate networks deployed to schools | Thomas Aldred | Vince Buchan | Green | Green | Trials to be started shortly where School Management Teams, Admin and Guidance staff in schools are migrated to the same Microsoft Office 365 system used within the Council. This will enable the sharing of 'official sensitive' data via email and teams with NHS and OIC corporate staff over the secure accredited Microsoft 365 system used inside the Council HQ. Network is prepared in readiness; trials have commenced which have resulted in favourable results. | Continue with trials at KGS and then rollout to other schools. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.4.1. Review IT Service Charter. | Kenny MacPherson | Thomas Aldred | Green | Blue. | The ICT Service Charter was originally approved by the ISPB in June 2016 and reviewed by the ISPB in June 2019. | Action complete. However regular reviews to ensure the ICT Service Charter meets requirements. |

**3.3.5.**

Objective 3.5: We will work to improve internal fault reporting and service delivery through the use of various software tools to ensure that important information is communicated effectively and clearly.

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.5.1. Power BI Used for clear reporting | Kenny MacPherson | Thomas Aldred | Green | Blue. | Microsoft Power BI software enables reporting data to be visualised. Significant work using Power BI has been done to use the information gained from the ICT Service desk and Nessus vulnerability risk reporting software to ensure important information is communicated effectively. Outputs are detailed in the quarterly ISPB reports | Processes complete. |
| 3.5.2. Nessus Vulnerability Report | Kenny MacPherson | Tony Whenman | Blue | Blue | Nessus vulnerability reports for both the server and desktop/laptop systems are run on a weekly basis and reports generated are communicated to relevant IT staff for immediate software updates to mitigate software vulnerabilities. | Process complete, actions are ongoing. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.6.1. Identify IT technology specialism teams. | Kenny MacPherson | Thomas Aldred | Green | Green. | IT specialism team leader roles are clearly visible and defined enabling proactive communication with stakeholders enabling effective action being taken on feedback received. | Recruitment exercises to fill vacant posts is ongoing. While some posts have been filled some still need to be. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.7.1. Creation of video files within MS Teams for training purposes | Kenny MacPherson | Thomas Aldred | | Green | Work is underway to trial the recording of Teams sessions as a resource to be used in specific application areas. Initial trials are being undertaken particularly for larger applications such as Paris. | Establish the depth, level and focus of technical and digital development for staff across the council and work with Learning & Development to |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| | | | | | Training videos have been created for OHAC staff in the Paris system. | identify the best routes to achieve this, |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 3.8.1. Develop and update user guidance. | Kenny MacPherson | Ray Groundwater | Green | Green. | Guidance is issued to staff as and when needed, generally when a project moves into the delivery phase. | SharePoint site to house all guidance in a user-friendly way. |

## 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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---------|--------|-------|----------------|---------------|------------------------------|-------------|
| 4.1.1. Provide IT support to the Electronic Document and Records Management (EDRMS) project. | Kenny MacPherson | Vince Buchan. | Green | Green. | Technical input to the EDRMS project continues to be provided. | Work to be completed as required in the EDRMS Project Plan. |
| 4.1.2. Upgrade the PARIS system. | Thomas Aldred | Sharon Williamson / Ross Sutherland | Green | Green | Major version upgrade of Paris is required. This is to include a server refresh. IT are working closely with Improvement and Support to ensure correct infrastructure is in place and supported for new version of Paris. Infrastructure is procured and on site. | Working with Improvement Services and supplying vendor to arrange new Paris install |
| 4.1.3. | Thomas Aldred | Ross Sutherland | Green | Green | Housing system is requiring a major update both in application and database software. IT are working with vendor to plan | Implementation plan for live system underway. |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| Upgrade of Housing system | | | | | upgrade path for a successful implementation. Test server upgrade has been completed successfully. | |

### 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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 5.1.1. Embed processes for annual review of the ICT asset base. | Hayley Green. | Kenny MacPherson. | Blue | Blue. | The annual ICT Capital Replacement Programme supports this objective by ensuring timely replacement of priority core infrastructure. The ICT Capital Replacement Programme for 2022/23 was approved by Council February 2022. | Deliver 2022/23 ICT Capital Programme by 31 March 2023. Bring 2023/24 ICT Capital Replacement Programme to Asset Management Sub Committee before 1 April 2023. Action shown as complete as now Business as Usual. |
| 5.1.2. Benchmark IT performance and establish appropriate | Kenny MacPherson | Thomas Aldred | Blue | 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 | Action complete. |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| performance indicators. | | | | | the Information Services Programme Board. | |
| 5.1.1. Additional funding of £1.4M | Kenny MacPherson | Thomas Aldred | Green | Green | Additional funding to assist in the rollout of Windows 11 and upgrade aging IT infrastructure both in the corporate and educational environments, has been granted. The spending programme was agreed at the AMS in February 2022 with a more detailed programme detailed in a report for the AMS of August 2022. Procurement has been successful on many items to a value of £1M | Procurement to continue. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---------|--------|-------|----------------|---------------|------------------------------|-------------|
| 5.3.1. Disaster recovery project. | Kenny MacPherson | Thomas Aldred | Amber | Blue | A new data centre has been implemented at the Harbourmasters' Offices at Scapa and is operational.<br>This synchronises IT systems between Kirkwall and Scapa<br>Iterative tests and exercises will be conducted as part of the operational remit to allow any gaps to be identified. | Action complete. |
| 5.3.2. Immutable backups | Thomas Aldred | Ross Sutherland | Green | Blue | Installation of an enhanced backup solution designed with measures to protect against ransomware cyberattacks is underway at both the main OIC datacentre and the disaster recovery data centre at Scapa Harbour Masters building. This adds an additional layer of protection to systems and data if an attack was orchestrated against OIC. | Action complete. |

**3.5.4.**

Objective 5.4: We will support the innovation opportunities provided by developing a foundation for Business Intelligence and Data Warehousing to be explored and leveraged.

Work towards this objective will be done under Customer Focus Objective 3.3 above.

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 5.6.1. Upgrade network capacity for access to cloud systems. | Kenny MacPherson. | Thomas Aldred. | Green | Blue | Network capacity has been upgraded to meet increased demands for access to cloud-based systems. | Action complete. |
| 5.6.2. Upgrade core networking | Kenny MacPherson | Thomas Aldred | Green | Blue | Core network Infrastructure is currently within bandwidth requirements for OIC services. | Action complete |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| infrastructure to ensure bandwidth capacity across network | | | | | This is operational but will continue to review. | |
| 5.6.3. Make use of R100 infrastructure to enhance rural Wide Area Network (WAN) connections | Kenny MacPherson | Thomas Aldred | Amber | Amber | Make use of the Scottish Government R100 infrastructure as and when it becomes available to enhance rural Wide Area Network (WAN) connections where suitable. | Continue to review |

### 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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 5.7.1. Introduce appropriate cloud technologies. | Kenny MacPherson. | Thomas Aldred. | Green | Green. | OIC E-mail, for available accounts, is entirely hosted on the cloud via Microsoft 365. Reviews are undertaken for all council systems when major upgrades are required. | Complete, now Business as Usual. |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 5.9.1. Ensure more than one member of IT staff is trained and | Kenny MacPherson | Thomas Aldred | Green | Green | Recruitment to specialised roles is proving difficult with one critical post not being filled. IT are working with HR to find alternative avenues for filling posts. We have therefore started to balance gaps in staffing | Continue to review training needs for staff so they can pick up these responsibilities and develop their skills on an ongoing basis. |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| allocated to provide support for each supported system. | | | | | with support from external providers and are using that to enhance skills and develop capabilities of IT staff.<br><br>5 members of IT staff are undergoing certificated training is specialised areas to allow for staff progression management to be effective.<br><br>Work is underway to ensure that sufficient staff have the skills and experience to cover the support of all main systems and infrastructure.<br><br>Training courses, including by external providers, have been delivered to staff, with more planned.<br><br>As with many teams in OIC, the small size of the team is a limiting factor and there will always be some areas of risk. It is also important to recognise that IT involvement in functional areas (e.g. Benefits, Housing, Planning) is limited and for services to lead on. | |

| Action. | Owner. | Lead. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---------|--------|-------|----------------|---------------|------------------------------|-------------|
|  |  |  | <span style="color:green">■</span> | <span style="color:green">■</span> | The creation of the Digital Team within Improvement and Performance has provided additional support and has helped to highlight the difference between technical and functional aspects of IT systems which are concerned with the delivery of Council services. There is good partnership working across these teams as we both seek to develop the organisation's use of IT systems to support reporting and case management. |  |

**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. | Previous BRAG. | Current BRAG. | Current position, March 2023 | Next Steps. |
|---|---|---|---|---|---|---|
| 5.11.1. Establish internal IT change management processes. | Kenny MacPherson | Thomas Aldred | Blue | Blue | ICT have a regular Change Management meeting, for core systems and infrastructure. | Action complete. |
| 5.11.3. Design change management arrangement for core corporate, and other sensitive and major, systems. | Kenny MacPherson | Alex Rodwell. | Green | Green | A Change Management process for cross-service, business critical systems is under development. IT are working closely with Improvement and Performance to ensure major/sensitive systems are upgraded in a controlled manner using recognised change and project management methodologies. | Plan change management arrangements for core corporate and other sensitive and major systems. |

**3.5.12.**

Objective 5.12: We will ensure that our data holdings are secure, accurate and available to services to derive maximum value from the data we hold.

Work towards this objective will be done as part of Customer Focus Objective 3.1 and above.

## 3.6. Communication with Users

We will communicate effectively with our customers, partners and staff, and where appropriate with citizens of Orkney and visitors; we will find way continuously to improve our services, especially when resources are limited.

**3.6.1.**

Objective 6.1: We will continuously improve the Council's digital communications infrastructure and encourage its use, through providing facilities to support Council employees and customers to work and interact in a more flexible and mobile way, supporting sustainable communities.

Work towards this objective will be done as part of other objectives above, especially Governance Objective 2.1 and all Customer Focus Objectives above.

**3.6.2.**

Objective 6.2: We will introduce and promote digital document and record management to support effective, secure document creation and storage

Work towards this objective will be done as part of Digital Workforce Objective 4.1 above.

**3.6.3.**

Objective 6.3: We will ensure easy access for staff and customers to information and meet our legislative data management requirements.

Work towards this objective will be done as part of Cyber Security Objectives and Customer Focus Objectives above.

### 3.6.4.

Objective 6.4: We will roll out enhanced desktop communications tools in keeping with our Microsoft 365 digital and governance strategies, as and when available, e.g., video, email, instant messaging, telecommunications, document and records management

Work towards this objective will be done as part of Customer Focus Objective 3.1 above.

### 3.6.5.

Objective 6.5: We will review our use of technology and work towards using systems that are used by others, where possible

Work towards this objective will be done as part of Governance Objective 2.3 above.

### 3.6.6.

We will work proactively with partner organisations and other councils to achieve the best fit technologies for our customers, and so that we do not re-invent the wheel; this will include support for the 'Empowering Communities' programme.

Work towards this objective will be done as part of other objectives above, especially Governance Objective 2.3.

### 3.6.7.

We will improve fault reporting, ICT status information and staff communications through the ICT Helpdesk, Customer Services announcements, and creation of staff self-help.

Work towards this objective will be done as part of Customer Focus Objective 3.5 above.