THE MORAY COUNCIL
ICT AND DIGITAL STRATEGY (2018-23)

1.   Introduction

1.1   The Moray Council ICT and Digital Strategy 2018-2023 sets out how ICT Services will support the delivery of Moray Council's Corporate Plan 2023 which established the following vision:

> *"To make life better for everyone in Moray, where there is a positive future for all, within a vibrant economy, with empowered and connected communities."*

1.2   This vision is supported by the following 4 key priorities that will:

- Ensure caring and healthy communities
- Promote economic development and growth
- Provide a sustainable education service aiming for excellence
- Work towards a financially stable council that provides valued services to our Communities

1.3   The ICT service as an enabling service recognises the need to support the ambitions of the council and adopt a transformational approach to the use of ICT and digital to deliver against these priorities.

1.4   In particular this ICT and Digital strategy is aligned with the Corporate Plan to deliver against the priorities through:

- Supporting the delivery of council services.
- Increasing the availability and access to easy to use self-service for all employees and customers.
- Supporting employees to develop their digital skills to make best use of technology.
- Providing staff with improved access to the data needed to inform their decision making.
- Making data available to the public to raise awareness of council services and how they work.
- To expand the data sharing approach to "join up" council services including those of the Integrated Joint Board.
- Adopt best practice in key ICT activities.
- Protect the data held by the council through robust security arrangements.
- Preparation of plans for the future potential uses of technology.

2.   Achievements

The previous ICT strategy identified 4 key priorities for the service and the following provides an overview of the progress against these priorities.

2.1   Developing digital services

The earlier period of the Digital Services project established the necessary foundation work through the introduction of the secure citizen account. This is now linked to a customer portal to enable the development of a single source for customers to view all their information and transactions with the council. This was enhanced with an electronic forms solution supporting online form completion and shifting basic customer service requests from the access points and contact centre to online provision. In the latest period a fully functional income management solution was introduced which sits at the heart of our online payments service. While we have had to overcome some obstacles in the delivery of our key targets in this latest period we are now on the brink of delivering major developments in all of the following areas:

- Online payments for primary school meals
- Schools administration solution
- Online booking facilities for leisure services
- eBilling for Council Tax
- Booking council House repairs

2.2   Technology for the Moray classroom

This priority identified the need to implement the necessary infrastructure to underpin future developments for the strategic use of ICT within the Moray classroom. The agreed provision of desktop devices has been met and a regular refresh programme is in place to maintain the agreed allocation ratio of pupils to device.

Other major work in this area included the replacement of telephony solutions and servers within schools. Campus wide Wi-Fi coverage is available across the entire school estate and all secondary schools have access to dedicated video conferencing equipment to allow virtual classroom working. In addition there is a programme for installing interactive panels all of which places schools in a good position for the next strategic review of the use of ICT within schools.

2.3   Delivering systems and infrastructure

Targets were met in the area of implementing business systems and infrastructure through the development and enhancement of solutions for service areas. This aspect of our work includes the operational projects and while they bring about enhancements to existing systems they also contribute to maintaining the core technologies and "keeping the lights on" for the council.

In some areas of ICT new developments are often unseen and therefore difficult to pick out as success stories but some notable areas to highlight from the list of projects tackled in the last period include:

- Procurement and configuration of a new ICT Service Desk. This will be going live soon and will provide improvements for our customers with a more open and transparent view of the work of the ICT Service.
- Further roll out of virtual desktops enabling additional staff to work from any desk.
- Upgrade of the corporate email environment
- Introduction of email for our care workers

2.4 Partnership working

The Scottish Wide Area Network, SWAN, project was an ambitious shared services partnership project involving the 5 local authorities of Argyll and Bute Council, Comhairle nan Eilean Siar, Highland Council, Moray Council and Orkney Islands Council to procure and implement a single telecommunications and network service and deliver a Scottish Wide Area Network for the pathfinder north partners. This was finalised during 2017/18 and is now delivering the anticipated savings.

The ICT Service has continued the partnership role with the Improvement Service and participates in the development of the national myaccount solution and also the developments around the delivery of digital solutions for schools.

With the Integrated Joint Board for health and social care only becoming fully functional in April 2016 and in the relatively early stages of development, the ICT Service is involved in the development of the service through the infrastructure programme board and the Moray Digital Transformation Oversight Group.

3. Drivers

This latest revision of the Moray Council ICT and Digital Strategy has been developed against the background of a number of drivers.

3.1 Corporate objectives

The ICT and Digital strategy will be aligned to the council's overarching strategy and priorities contained within the corporate plan.

- Ensure caring and healthy communities
- Promote economic development and growth
- Provide a sustainable education service aiming for excellence

- Work towards a financially stable council that provides valued services to our Communities

3.2   Services and staff expectations

As Council services become more and more reliant on technology to deliver their services they have increasing expectations with regard to having access to reliable technology which helps them do their job rather than constrains them. They require greater flexibility in the way they work and use technology to be more productive whether at their desk, in the field or from home. Services expect:

- Access to accurate, trusted and timely information to perform in their role and to assist decision making.
- Development of their services using technology to improve service delivery and achieve efficiency savings.
- To develop their knowledge and skills to deliver change.

3.3   Customer expectations

Customers are becoming increasingly dependent on digital services and in the same way they expect "on demand" access to commercially available day to day services their expectations of access to council services is also changing. This is driving a change in the way they expect council services to be delivered to them and in turn we must change to meet their expectations. This includes:

- Access to services at a time and place that is convenient to them and on their chosen device.
- While acknowledging potential compliance issues most of our customers expect public services to be "joined up" and at the very least with all Departments within the council. Sharing of data within the council and across partner organisations to deliver improvements to service delivery is imperative to the customer experience.
- Consistency and openness in all their dealings with the Council.
- Choice in how they access services. Although there is an expectation that we will provide online services there is a need to balance this with choice. While we aim to deliver online services in an easy to use manner and encourage the uptake of these online services there is a need to cater for those that prefer, or otherwise do not have access to, online solutions.

3.4   Technological change

Changes in technology provide contrasting challenges and opportunities for the council. New technology presents opportunities to deliver services in different ways but the challenges presented by new technologies whether

from increased investment, skills or security requirements present other challenges that need to be managed. Technology developments that will impact on the delivery of this strategy include:

- Cyber resilience.
- Mobile technology developments and the blurring of devices from traditional desktop to smartphone.
- Supporting increasing numbers of technologies and user bases.
- The growth in cloud computing.
- The use of social media as a service delivery vehicle.
- The Scottish Governments R100 programme and the commitment to deliver superfast broadband access to 100% of premises in Scotland by 2021.

4 Principles

All developments within the strategy will be guided by a series of principles to provide consistency and clarity around the work undertaken.

4.1 Information management

ICT solutions will be developed to ensure they maintain the security, confidentiality and integrity of all personal data in line with the requirements of the General Data Protection Regulations (GDPR), other security standards such as the Payment Card Industry Data Security Standards (PCI/DSS) and the Scottish Governments Cyber Resilience Programme.

We will
- Protect the data held through the implementation of best practice security standards.
- Engage with the Scottish Governments cyber resilience programme.
- Encourage the adoption of open data where possible.
- Improve data available for decision making.

4.2 Digital first

To continuously improve digital services with the focus on the customer we aim to adhere to the Digital First Service Standard and the 3 themes of user needs, technology and business capability / capacity for all digital services, processes and supporting ICT.

We will
- Develop systems and processes with the customer at the centre.
- Encourage adoption of online, no contact services.
- Communicate with our customers electronically where possible.
- Add efficiency to service delivery.
- Do it once – share information where possible.

- Develop the digital skills of our staff.
- Prepare for the future by monitoring developments in technology.

4.3 Reuse

The council utilise a range of systems to deliver services to the public and the core applications will become increasingly important as we pursue a joined up council. Where we are looking for change we will seek to reuse or improve existing applications rather than developing from scratch.

We will:
- Reuse solutions and reduce the total number of solutions supported
- Process redesign through the reuse of existing tried and tested solutions
- Reduce the duplication of data collected and establish a single view of our customer

4.4 Managed risk

There is a need to employ risk management to drive the service but a balanced approach will be required to avoid risks preventing or inhibiting progress to the detriment of our service users.

We will:
- Work with services to understand their requirements.
- Keep services aware of the art of the possible.
- Pro-actively look for solutions rather than inhibit development of council services.
- Remove barriers where possible, but where there is a valid reason why requirements cannot be met, we will provide a clear explanation.

5. Priorities

From the preceding drivers and principles of this ICT and Digital Strategy, 4 key priorities have been identified for this latest 5 year ICT and Digital Strategy.

- Transformation
- Decision Support
- Digital Culture
- Compliance

5.1 Transformation

The Council seek to transform services and introduce change for our customers while driving service efficiencies. To support these ambitions the ICT Service will aim to:

a) Expand and enhance the provision of flexible and mobile working within the council. The provision of our private cloud services based on Citrix is at the heart of our flexible working service enabling staff to access a "virtual" desktop wherever they are connected. This is available to over 50% of staff across the corporate council and provides significant benefits to the way they work. The further development of mobile applications will deliver increased efficiencies with mobile working opportunities for staff to work "in the field".

b) Extend the availability of online services available to the public and provide a single view of their transactions with the council via the customer portal.

c) Participate in the development of a shared network protocol with NHS to enable improved capabilities for shared working with IJB.

d) Further develop the intranet to provide secure access to all staff wherever they are working and to promote the intranet as a staff engagement vehicle.

e) Establish a digital culture within the Council. A more informed, mobile and technology or digital aware workforce is one of the main enabling factors for the transformation of service delivery. Employees must be provided with the tools to enable them to provide and manage the delivery of services anytime and anywhere. They must have the training and support to enable them to make best use of the tools available to them.

f) Work with Education ICT Strategy Group to deliver the infrastructure to meet the objectives of the ICT Strategy for Schools and Curriculum Development to enhance and support education delivery. The current strategy set out to introduce the infrastructure necessary to build improvements. A review of the strategy has commenced and this will develop on the improvements made to the schools infrastructure. A revision of the Schools Strategy will be available later this year.

5.2 Decision support

Data can be one of our most valuable assets and although Moray Council holds vast amounts of data it is primarily held in departmental silos. To unlock the value of this data an open and transparent approach will be developed. Providing open and transparent access to data will provide employees the information to perform their role, managers with the data to manage the service, Elected Members with the data to make decisions based on timely and relevant information and also importantly enable the public to understand the reasons for the decisions we make. To support this priority we aim to:

a) Continue with the development of a single trusted view of our customer to ensure consistency, accuracy and trust in the data held and to benefit the customer and provide further efficiency to council services.

b) Share data, where appropriate, with council services and partner organisations to add value to council services.

c) Enable digital dashboards for staff, elected members and the public to view data and better understand the underlying trends within their service and the actions required to address any issues and/or to improve services.

d) Develop usage reports for managers to understand how their service is making use of ICT.

5.3 Compliance

The ICT service is subjected to an increasing number of compliance regimes including Public Service Network (PSN) accreditation, General Data Protection Regulations (GDPR), Payment Card Industry Data Security Standards (PCI DSS), Scottish Government Cyber Resilience programme and software licensing. There is a need to develop policies and procedures to ensure an ongoing approach to compliance within the council and this should be supported by a consistent and managed approach to staff awareness. To meet our obligations in relation to compliance and standards we aim to:

a) Review our ICT Security Policy to ensure that security controls are adequate and up to date

b) Maintain our desktop estate to ensure it is built around a recent operating system version of operating system and that the office productivity toolset is delivered to the current Windows desktop

c) Review our business continuity arrangements to mitigate against potential risk and to put ICT in a position to assist services to deliver essential functions in the event of a disaster.

d) Migrate to the next generation secure email for PSN to continue to provide secure email solutions for communicating with government bodies.

e) Adopt an industry standard methodology to for the delivery of our support service to introduce robust best practice processes and improved reliability and quality of service.
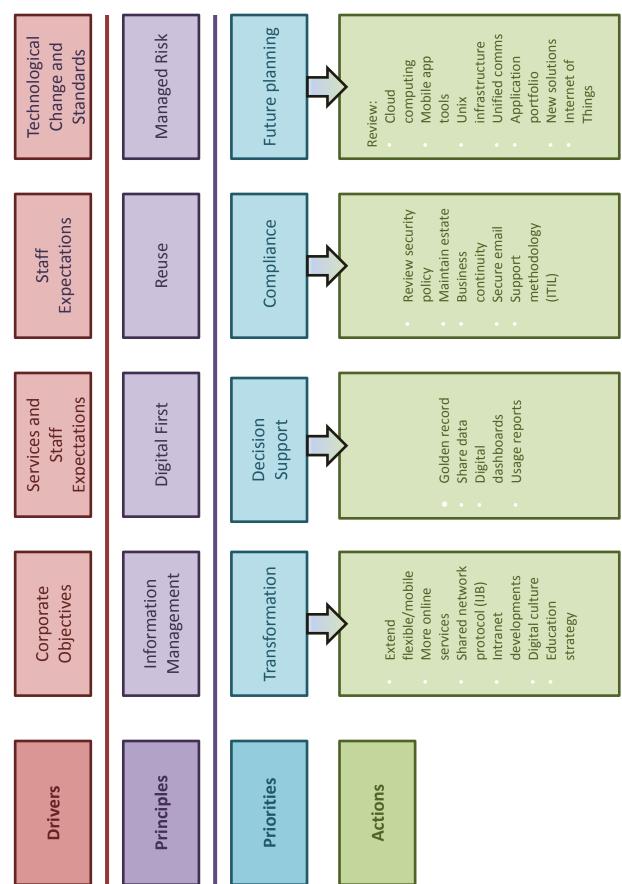
5.4 Plan for the future

Technology changes at an incredible pace and it is important that within the context of a 5 year strategy we continue to plan for opportunities that are presented from advancements in technology. To plan for the future we aim to:

a) Investigate options to deliver efficiencies through the adoption of "cloud" / "online" services where they comply with PSN requirements, provide cost effective solutions which do not introduce unnecessary risk to the operation of the council.

b) Review mobile application development tools and standards.

c) Review the Unix server infrastructure to ensure we continue to deliver value for money.

d) Review the potential for unified communications within the council to deliver further efficiency savings.

e) Review the application portfolio with a view to rationalising the number of applications in use throughout the council, reduced the number of systems to be supported and consolidate the number of data sources.

f) Consider and investigate new solutions as they appear on the market which would be beneficial to the operation of the Council.

g) Consider the potential for the Internet of Things to deliver improvements to service delivery and efficiencies.

ICT AND DIGITAL STRATEGY 2018 - 2023

Drivers
- Corporate Objectives
- Services and Staff Expectations
- Staff Expectations
- Technological Change and Standards

Principles
- Information Management
- Digital First
- Reuse
- Managed Risk

Priorities
- Transformation
- Decision Support
- Compliance
- Future planning

Actions

Transformation:
- Extend flexible/mobile
- More online services
- Shared network protocol (IJB)
- Intranet developments
- Digital culture
- Education strategy

Decision Support:
- Golden record
- Share data
- Digital dashboards
- Usage reports

Compliance:
- Review security policy
- Maintain estate
- Business continuity
- Secure email
- Support methodology (ITIL)

Future planning:
Review:
- Cloud computing
- Mobile app tools
- Unix infrastructure
- Unified comms
- Application portfolio
- New solutions
- Internet of Things